2022

Pay Equity Study

Produced by Analytica Consulting for the City of San Diego

September 2023

Analytica CONSULTING

2022 City of San Diego Pay Equity Study

This report was the result of a collaboration between Analytica Consulting and the City of San Diego's Performance and Analytics Department (PandA). The PandA team was crucial in getting the study off the ground and assuming the role of primary liaison for important tasks like data collection. Their steadfast insights and support were critical to the study's success.

Analytica independently performed all analysis and authored this report. Feedback on the findings and recommendations was provided by PandA and other stakeholders throughout the City; nevertheless, Analytica had the final say on the content of this report. Therefore, **any views expressed in this report are those of Analytica Consulting and do not reflect any official statement or policy of the City of San Diego or any of its employees.**

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August 2023


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Executive Summary

In 2022, women made up 32.5% of the City of San Diego's workforce and, on average, their total pay was 16% less than men's. People of color[1] made up 57.3% of the City's workforce and, on average, their total pay was 19% less than that of White employees. Compared to our previous study conducted in 2019, both pay gaps have witnessed a reduction of approximately 1.5%. While these are not definitive trends, they suggest potential progress.

This study marks the second in a triennial series of pay equity assessments that the City Council has stipulated, demonstrating San Diego's continued commitment to transparency and fairness in its workforce. The study involves a thorough examination of data up to 2022, aimed at unearthing the root causes of the pay disparities identified in our inaugural 2019 study. The ultimate goal is to generate knowledge that can inform policies, processes, and strategies to address these issues. With this study, San Diego reaffirms its position as a leader in municipal pay equity efforts.

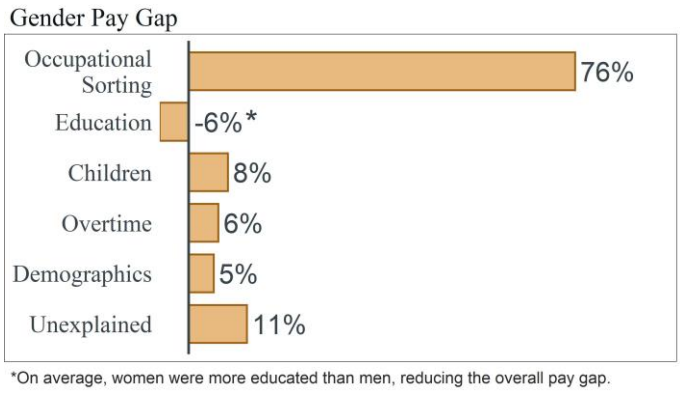
In this iteration of the pay equity study, we further broke down the racial and ethnic pay gap into pay gaps comparing Latino, Black, and AAPI employees to White employees. Looking at each pay gap's trend since 2011, the gender and AAPI-White pay gaps have narrowed, while Black-White and Latino-White gaps have widened.

Occupational sorting remains the primary source of pay disparity[2]. Additional sources highlighted in the previous study, like the parenthood penalty for women and people of color and overtime utilization differences between groups, persist. Due to measurement limitations, there is also a lingering unexplained portion of the pay gaps.

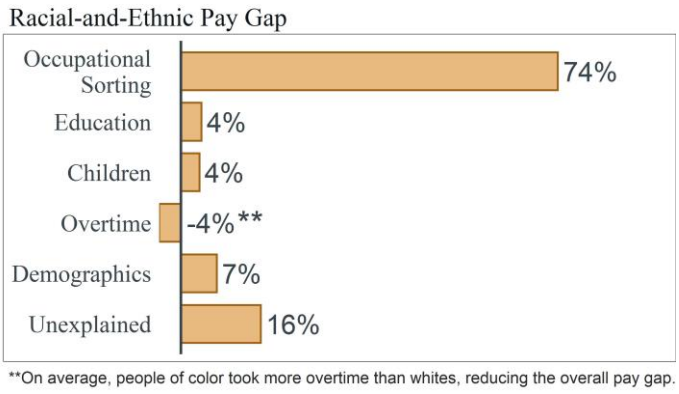
2022 Relative Pay Gap and Percent of City Workforce by Race/Ethnicity

Employee Group	% Pay Gap Relative to White Employees	% of City Workforce
Black	26%	11%
Latino	20%	31%
AAPI	11%	12%
White	-	43%

2022 Citywide Total Pay Gap - Source Breakdown Estimates



*On average, women were more educated than men, reducing the overall pay gap.



**On average, people of color took more overtime than whites, reducing the overall pay gap.

The unexplained portion encompasses an unknown mix of individual factors like job aptitude, productivity, self-advocacy, or communication skills, which are difficult to measure, as well as factors external to the individual like discrimination, implicit bias, cultural barriers, stereotyping, or unequal access to professional networks. This unexplained portion of the pay gap is most pronounced for Black and Latino employees.

[1] In this report, we use the terms *people of color*, *non-White*, and *employees of color* interchangeably to include all employees belonging to racial or ethnic categories other than White. While our analysis necessitates grouping individuals, we recognize the importance of each person's unique experiences. We have endeavored to choose groupings and labels that strive toward accuracy and respect. The appendix provides further insight into these decisions.

[2] Unless otherwise noted, the conclusions in this report are based on numerical data exhibiting statistical significance, indicating a less than 5% chance the observation is merely coincidental. Yet, each statistical comparison performed increases the risk of mistaking coincidence for significance *somewhere* within the report. Nonetheless, our aim has been to convey the strongest and most convincing evidence at hand. Details on the methods and results are in the appendix.

In this pay equity study iteration, we sought to uncover root causes of the sources identified in our previous study and to understand potential sources beyond what we were able to measure in 2019. These new investigations include: 1) a qualitative analysis consisting of focus groups and an employee survey, and 2) a quantitative analysis of career advancement, recruitment, and occupational sorting trends.

For the qualitative analysis, we first convened sixteen separate focus groups and interviews to directly hear from 114 total employees with diverse occupations and demographics. The themes and observations from the focus groups generated hypotheses which were then evaluated via an employee survey. We received over 3,000 responses to our survey for an overall response rate of 28%.

Finding #1 - Occupational Sorting Still Accounts for Most of the Citywide Pay Gap

Occupational sorting refers to divergent career paths between groups due to personal choices, societal forces, differing barriers to entry, or a combination of these. Within the City, men and Whites are over-represented in higher paying career paths, while women and people of color are over-represented in lower paying career paths. In 2022, this sorting accounted for over 70% of both the gender pay gap and the racial and ethnic pay gap (total pay[3]).

To study occupational sorting, we utilized and further developed the job types from our first study. These categories encompassed jobs that required similar skills and education or were situated on a similar career path within the City (see appendix for details). There are three elements that significantly increase the impact a given job type has on the overall pay gap.

1. Gender/Racial Imbalance - job types that had a high proportion of one gender/race.
2. High or Low Average Total Pay - total pay significantly different from the City's average.
3. Proportion of City's Workforce - a high number of employees in the job type as a proportion of all City employees.

The three job types with the biggest contribution to occupational sorting are unchanged since the last study: Police Officers, Fire Fighters, and Administrative Support. As with the last study, the occupational sorting in these roles is such that if the gender and race imbalances in these three roles were eliminated, the City's gender pay gap would disappear, and the racial and ethnic pay gap would be almost cut in half; therefore, we revisited each job type to pinpoint specific, addressable issues.

City Job Types with Largest Contributions to Pay Gaps Due to Occupational Sorting - 2022 (comparison to 2019)

				Average Pay	
	Employees[a]	% Women	% People of Color	Regular	Total
Citywide	**9240 (-1.1%)**	**32.5% (+0.1%)**	**57.3% (+2.3%)**	**$91,764 (+15.9%)**	**$104,548 (+17.4%)**
Police Officer	1814 (-0.4%)	16.5% (0%)	46.4% (+5.8%)	$119,400 (+8.7%)	$140,751 (+13.4%)
Fire Fighter	764 (+0.8%)	4.2% (+0.2%)	34.7% (+1.4%)	$85,032 (+8%)	$139,827 (+7.8%)
Administrative Support	927 (-12.9%)	83.7% (+0.7%)	76.5% (+1.5%)	$64,898 (+16.8%)	$66,783 (+17.8%)

[a]2022 full-time, three-quarters-time, or half-time employees who were employed for at least half the year and met our other study criteria (see appendix). All pay was prorated for employees working less than full-time and/or all year.

[3] Total pay is all pay an employee receives, including overtime and add-on pay.

Based on the magnitude of the impact of occupational sorting in these specific jobs, we made multiple recommendations in our previous study, and we have tracked the status of these recommendations for this report.

Status of Previous Pay Equity Study Recommendations (Occupational Sorting)

Department	2020 Recommendation	2023 Status
Police	Track recruiting pass/fail rates and reasons by demographics.	Personnel is actively collecting this data; however, they are not actively using it for tracking or monitoring purposes.
Fire	Decrease overtime reliance by increasing pay to industry standards and providing ample recruitment resources.	Additional recruiting resources were provided in the FY23 budget; however, pay continues to lag behind.
HR/Personnel	Evaluate recruiting modifications to reduce gender and race-based self-selection in lower/higher paying positions.	Unclassified job postings now emphasize candidate potential, service, and passion, encouraging all interested candidates to apply. The Personnel department created a new recruitment section to enhance community outreach and amplify the City's employer image.

In this updated study, we used an employee survey and focus groups to get a better understanding of the sources behind occupational sorting. Specifically, we sought to understand factors affecting how employees ended up in their current job or why they might leave. While occupational sorting largely stems from societal factors, financial constraints, personal ambitions, and skills compatibility, the City can mitigate the impact of occupational sorting with focused efforts at recruitment and retention. We found two broad themes with implications for occupational sorting.

Perceptions on Gender Competency; Workplace Comfort and Power Dynamics

We saw several interrelated themes suggesting the presence of biases in the workplace, one around perceived gender-based abilities and another around imbalanced gender-based power dynamics. Both of these factors may hinder the recruitment and retention of women. Men in male-dominated, physical occupations like firefighter expressed doubts about women's competence to perform job duties. Women also report being less comfortable discussing pay with their peers and supervisor compared with men. Together, these qualitative findings point to potential barriers that may result in occupational sorting.

Employees in Lower Paying Labor Positions, Mostly Men of Color, Feel Economically Stuck

Focus groups of individuals employed as semiskilled or skilled labor workers, predominantly men and people of color, revealed these employees' major concerns are stagnant pay, lack of advancement opportunities, hazardous exposures, and a lack of leadership support. Participants report feeling a lack of economic mobility and a powerlessness to change their situation. They say new hires receive higher pay and that leaving and returning seems to be the only recourse for better compensation. Surveys largely confirmed these views, with these employees[4] being nearly two times less likely than all other employees to see opportunities for job advancement, feel supported by their supervisor, or sense their work is valued.

Occupational Sorting and Recruitment Trends - Police Officers and Firefighters

Police Officers: The proportion of people of color hired as Police Recruits jumped to 68-77% in 2021-2022 from 44% in 2011-2020, largely driven by more Latino officers. Concurrently, the proportion of women recruits reached 28% in 2022. These trends have made the overall demographics of San Diego police officers increasingly reflective of the city they serve.

The exact cause of these demographic shifts is unclear; however, the department has noted a few recent recruiting initiatives. These include outreach to the many majority-minority communities in San Diego, and the Police Chief signing the 30x30 Pledge in 2021, aiming to increase representation of women in police recruit classes to 30% by 2030. SDPD also partnered with a media consultant to broaden recruiting.

[4] Includes the following job types: Parks Grounds Maintenance, Transportation - Labor, Refuse Collection, Water System Tech, Fleet Technician, Building Trades and Facilities Maintenance, Utility Plant Tech, Water Utility Worker, Disposal Site Operations, Electrician and Plant Proc Control, Wastewater Plant Operations, Other Equip Tech, Water Plant Operations, Utilities Equip Oper, Communications Tech, Custodian, Utilities Tech Other, and Reservoir Management

Our qualitative analysis shows that existing police officers feel the department's shifting demographics. Our survey asked police officers how SDPD can broaden their pool of recruits. Responses showed that a focus on diversifying SDPD is met with skepticism by some officers, who stressed that hiring should be based on skill and capability, not race and gender. Outside of these concerns, officers' suggestions to broaden the pool of SDPD recruits included:

- Increasing pay, improving retirement benefits (reinstating the deferred retirement option, i.e., DROP), and garnering more support from the city and the public.
- Focusing on retention and reforming rules on grooming, polygraph testing, and minor drug use.

Firefighters: Fire recruit hires in 2021-2022 saw 20% women and 78% people of color, a rise from an average of 7% and 44% respectively between 2011 and 2020.

While more women are being admitted to the fire academy, the data shows that women are also failing out of the academy and not passing the standard one-year probation period at higher rates than men. This has raised concerns among some female firefighters. One noted that when women fail out of the academy, it can strengthen perceptions of women's inadequacy, while another felt that she was always being judged by her male peers based on the performance of the weakest female in the group. These concerns are consistent with the prevailing doubts about women's job effectiveness that were expressed by a notable proportion of male firefighters in our survey.

Another critical factor in occupational sorting that cannot be overlooked is competitive compensation. As a result of the fire department's uninterrupted staffing necessities, reduced staff invariably equals more overtime, thus intensifying the gender pay gap. This was a noted issue in 2019 and still remains. While hiring more firefighters could mitigate the problem, the below-market pay offered by the department creates an obstacle[5]. By offering competitive pay and benefits, SDFD could incentivize the recruitment of more firefighters and simultaneously attract more qualified women to the profession. This perspective was underscored by one male firefighter's poignant question, "Women are in demand in all fire departments, so why choose to come here when the pay and benefits are still much less than comparable agencies?"

With the right support systems and strategies to attract qualified women and people of color into public safety roles, the goals of merit-based hiring and a community-reflective workforce can coexist. However, our analysis shows that a number of police officers and firefighters have apprehensions about the compatibility of these goals. Their primary focus remains on maintaining safety standards and operational efficiency. This underscores the need to foster an environment where a community-reflective workforce is recognized as a contributor to increased safety and efficiency, rather than as a potential obstacle.

Recommendations:

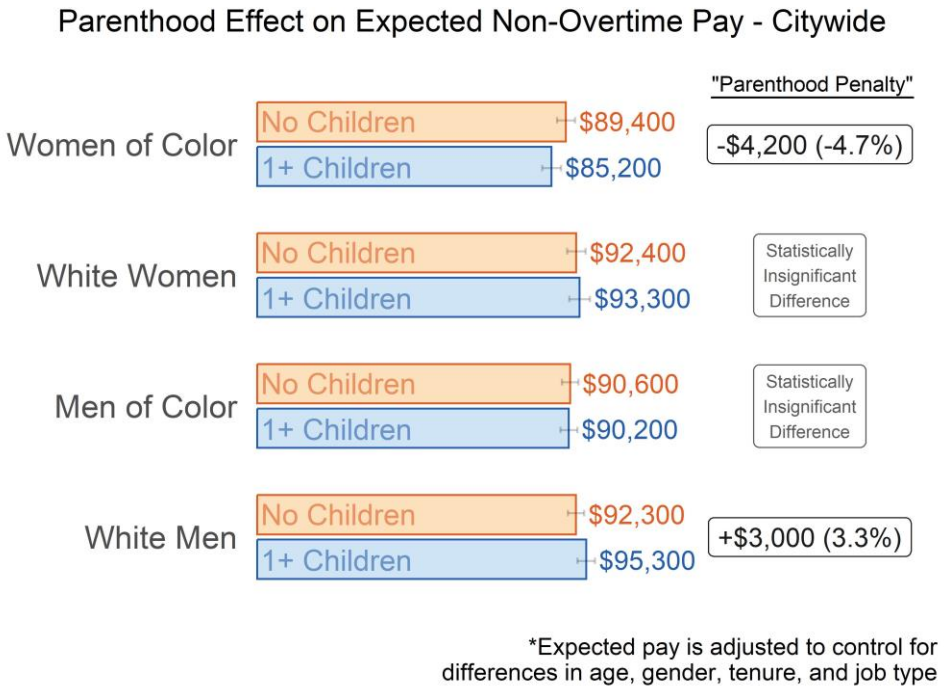
1) Evaluate suggestions put forth by firefighters to increase women's interest in the role. These include flexible childcare options, shorter shifts, multiple career paths, coed prep academies, diverse role options, and expanding recruitment in areas like college sports, fitness communities, and military roles like Navy Corpsmen.
2) Seek ways to create a culture within the police and fire departments where a community-reflective workforce is seen as a key to improved safety and operational efficiency.
3) Encourage and identify City leaders to meet regularly with skilled trade workers at their worksites to discuss on-going policy recommendations and other workplace concerns.
4) Continue work on the previous study's recommendations:
    i) Reduce the difference between City firefighter pay and that of other fire departments.
    ii) Analyze data from each stage of the police recruiting process to understand the barriers different demographic groups face when becoming an officer

[5] Comparing salaries, the base salary for San Diego Fire Recruits and Firefighter 1s is $43,867 and $56,036 respectively, lagging behind Sacramento ($52,279 and $75,752) and Los Angeles ($78,070 for both roles).

Finding #2 - "Parenthood Penalty" Remains for Women of Color, White Men Now See a "Fatherhood Bonus"

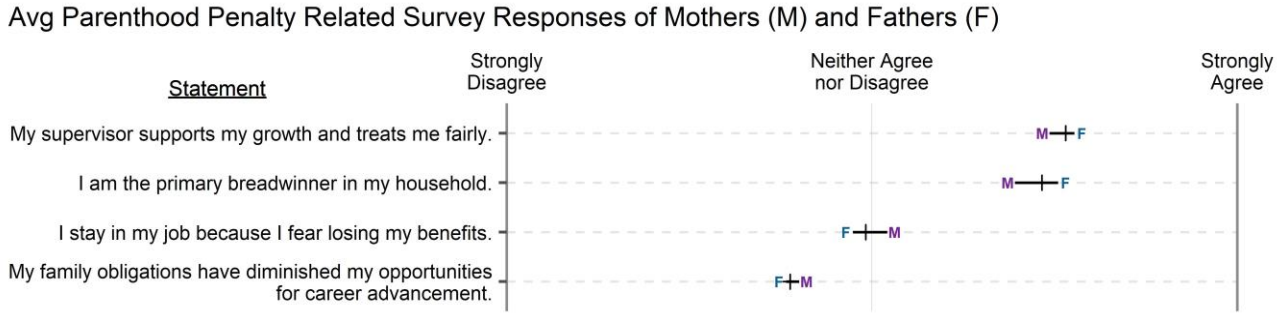
In our 2019 study, we found that whether an employee had children impacted the expected non-overtime pay of each group differently (independent of age, tenure, and job type). We referred to this effect as the "parenthood penalty." Our 2019 analysis unveiled that when compared to nonparents of their own race, fathers of color had a 3% fatherhood pay penalty in contrast to no impact for White fathers. Women faced a more substantial motherhood penalty, with White mothers seeing a 4.7% disparity and mothers of color experiencing an even greater deficit of 7.4%.

The picture is slightly different in 2022. There are no longer measurable differences in expected pay between White women who are mothers and those who are not, and between men of color who are fathers and those who are not. Women of color still saw a parenthood penalty of 4.7%. Interestingly, expected pay of White men who are fathers is now 3.3% higher than White men who are not. The net effect in 2022 is that mothers of color see an 8% disparity in pay compared to White fathers.



We cannot isolate the reasons for these shifts. Following the 2019 Pay Equity Study, the City has implemented numerous policies aimed at mitigating the parenthood penalty. However, many of these policies were recently enacted or are scheduled to commence later in 2023, and would not have impacted our current findings, which are based on data only through the end of 2022. These initiatives include a number of key components: citywide options for remote work and alternative work schedules, subject to departmental approval, which became available in early 2023; an additional month of paid parental leave, introduced starting on July 1, 2023; a pioneering childcare facility for the Police Department, which is set to open in 2023; and finally, the upcoming launch of a municipal childcare benefit program for City employees, scheduled for September 2023. Nonetheless, the measurable effects of these policies are expected to emerge over an extended period, possibly spanning many years.

Based on the survey and focus groups, we surmise that sources of this disparity are personal decisions, societal norms, unique barriers, discrimination, or a mix thereof (independent of occupation and overtime utilization) resulting in pay differences between parents and nonparents. Two themes emerged from our survey and focus groups.



Theme 1 - Career Headwinds for Mothers - Mothers appear to face unique economic challenges compared to fathers - they are more likely to remain in jobs out of fear of losing benefits, are more skeptical that promotion processes are fair, and are more likely to believe that family obligations impacted their career advancement. The challenges extend further for mothers of color, as they report less supervisor support than White parents.

Theme 2 - Fathers as Primary Earners - A disproportionately high number of fathers serve as primary breadwinners compared to mothers, with fathers of color being even more likely than White fathers to be the main income source for their families. This fact suggests traditional gender roles may still influence family financial responsibilities.

These findings suggest that gendered societal norms, conscious and unconscious biases, and systemic barriers may interact in ways that hinder mothers' career growth and income mobility compared to fathers.

Recommendations:

1. Continue to seek additional employee benefits that would directly target the work-life balance needs of mothers and parents of color.

Finding #3 - Men Still Work More Overtime Than Women. Overtime Increased Citywide Since 2019.

Citywide in 2022, we estimate that the expected value of overtime[6] worked by men was about 60 hours more than that of overtime worked by women (after controlling for tenure, job, and children, $p<0.001$), contributing to 6% of the pay gap. Previously, in 2019 the difference was 48 hours, which accounted for 5% of the total pay gap. This modest increase since 2019 is most likely explained by an estimated 15% increase in overtime hours citywide between 2019 and 2022. This increase is greatly attributable to a 31% increase in overtime hours for police officers, a 50% increase for transportation labor workers, and a 112% increase for parks grounds maintenance employees.

In our 2019 study, two noteworthy findings prompted a recommendation: men tend to work more overtime than women, and City firefighters shoulder a substantial overtime workload (approximately 1000 hours per firefighter in 2019). These factors combined contribute to a widening pay gap. To address this, we recommended that the Fire Department track overtime allocations by gender and race. This would help uncover disparities in voluntary overtime and provide insights into their causes.

Given the observed gender differences in overtime utilization may arise from personal choices, bias, or a combination of both, we also recommended a citywide evaluation of potential bias in overtime allocation, why women volunteer for less overtime, and if overtime affects promotions. To our knowledge, no action was taken by city personnel on these recommendations; however, we attempted to evaluate as much of this as possible during the current study.

[6] As with the previous study, overtime hours were estimated for each employee based on their overtime pay and their base pay. See appendix for details on these methods and our attempts to use timecard data to calculate actual overtime hours.

On our survey, we asked all classified employees to rate the level of agreement/disagreement with the following statements:

1) Overtime is fairly allocated in my department.
2) I take more overtime to support my family.
3) Taking more overtime helps you get promoted.

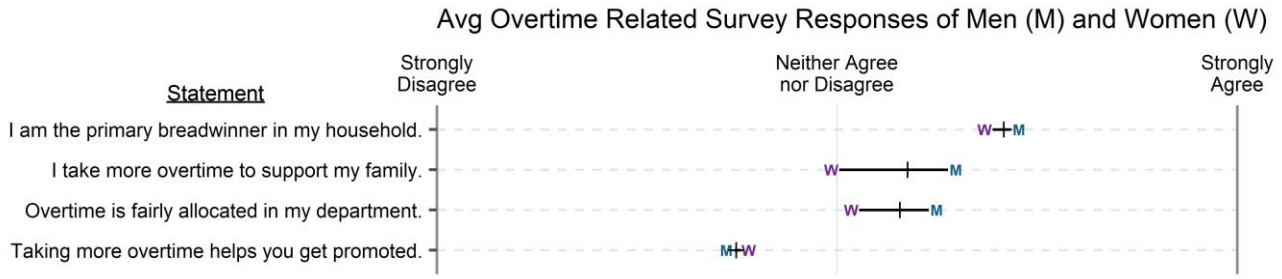
We also asked classified employees if they wanted more, less, or about the same amount of overtime. Additionally, our survey featured specific overtime-related questions for police officers and firefighters.

Theme 1 - Male Gender Norms: Providing Through Overtime

Our focus groups and survey results show that men employed by the City are more inclined than women to see themselves as the primary breadwinners in their households and to believe their overtime work is critical for supporting their families financially. It appears that this perspective may drive men, especially male firefighters who strongly endorse this view, to take on more overtime hours. However, paradoxically, men were also over twice as likely as women to report wanting less overtime.

Theme 2 - Women Report Obstacles: Unfair Allocation of Overtime and Struggles to Achieve Work-Life Balance

On average, across all City employees, women were less likely than men to feel overtime was allocated fairly. Women in departments where they are underrepresented among high earners also report poorer work-life balance. However, mothers were nearly two times more likely than fathers to desire more overtime, indicating the potential presence of obstacles that may hinder women from accessing overtime, even while some wish for more of it.



Recommendations:

1. Review practices and compile recommendations to address vacancies, decrease the amount of overtime, and increase retention rates.

Finding #4 - Unexplained Pay Disparities Remain, Some Employees Cite Bias.

The unexplained portion of the pay gap is what remains after accounting for differences in the categories above and demographics like age, education, and tenure. The unexplained portion may include things like discrimination or implicit bias, but it may also include unmeasured effects like differences in job aptitude or productivity.

Our 2019 study found that unmeasured factors accounted for 12% of the pay gaps. As a result, we recommended that HR try to systematically collect data on education and performance. Legally, the City cannot require employees to provide their level of education, so HR provided a self-selection option in each employee's profile. Between this data and our survey, we were able to collect level of education data on nearly 5,000 employees. After incorporating this data, the unexplained portion of the pay gap largely remained, and this portion of the racial and ethnic pay gap actually grew between 2019 and 2022.

The biggest unexplained differences were between racial and ethnic groups; however, there were some differences between genders. To better understand the potential sources of these unexplained differences, we conducted an extensive qualitative analysis and an analysis of career progression.

Unexplained Portion of Each Pay Gap (2022 and 2019)

		Unexplained Percent of Pay Gap	
Group 1	Group 2	2022	2019
Whites	Black/AA	31%	-
Whites	Latinos	19%	-
Whites	All People of Color	16%	12%
Men	Women	11%	12%
Whites	AAPIs	-2%[a]	-

[a]The negative value indicates the unexplained portion of the White-AAPI pay gap favors AAPIs, reducing the pay gap.

Plausible Source #1 - In various City roles, employees of color more commonly faced slower advancement, lengthier entry-level tenures, and higher turnover.

Disparities in career growth among different demographics might explain some of the unexplained portions of the wage gaps. To investigate this, we tracked employees starting in the same roles between 2010 and 2022. By analyzing annual role changes, advancement disparities between demographic groups were revealed; however, the method admittedly can overlook things like nonlinear career paths, varying promotion cycles, hiring freezes, and performance factors.

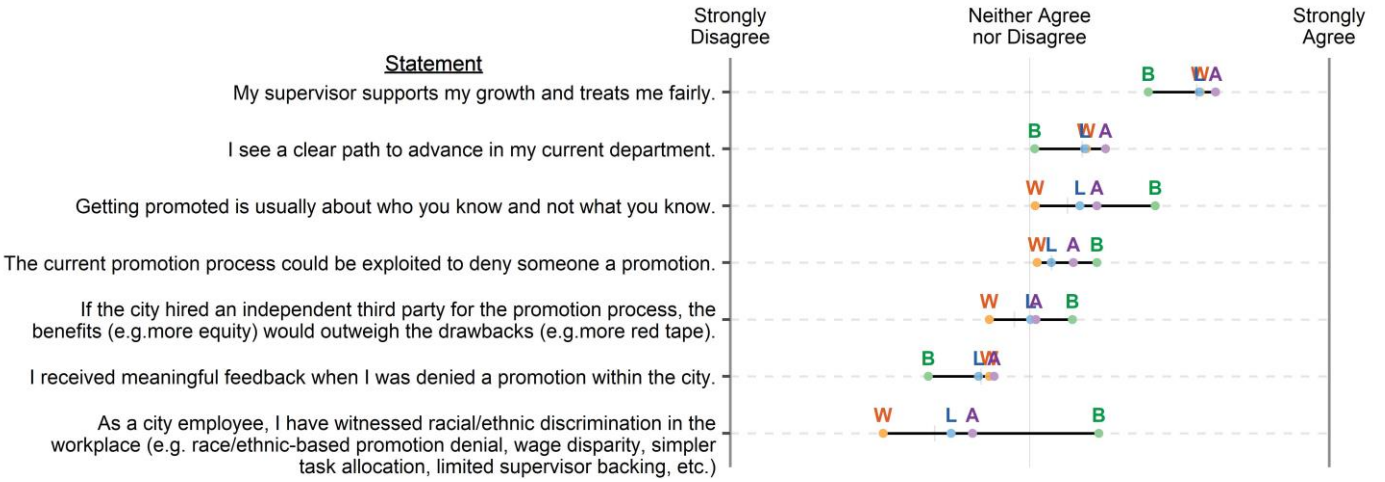
The summaries provided below aim to simplify complex statistical differences; however, they do not cover all contextual details. For a complete understanding, please consult the appendix containing the detailed methodology and findings.

Racial Differences:

- People of color remained longer in entry-level roles across multiple job categories such as lifeguards, police recruits, recreation, and fleet technicians.
- White Management Analysts were significantly more likely than their non-White colleagues to be promoted to unclassified positions.
- Junior Civil Engineers who are Black were more likely to ultimately leave their roles than their White counterparts. Black Senior Engineering Aides were more likely to stay in that role.

A number of employees expressed a strong conviction that discrimination is a factor in these discrepancies; however, proving or disproving the presence of discrimination using observational and anecdotal data alone is nearly impossible.

Avg Citywide Survey Responses of White (W), Latino (L), AAPI (A), and Black/AA (B) employees: Promotion Related Statements



Through survey responses and focus groups, clear majorities of Black employees believe that the promotion process is unfair. In addition, a majority of Black employees feel they did not receive meaningful feedback when denied a promotion. Black employees also see barriers from leadership. Over a third of Black employees disagree that they have a clear path to advance in their current department. This is 10% higher than the proportions of Hispanic and White employees. Black employees are also 1.7 times less likely to report feeling supported by their supervisor than White employees.

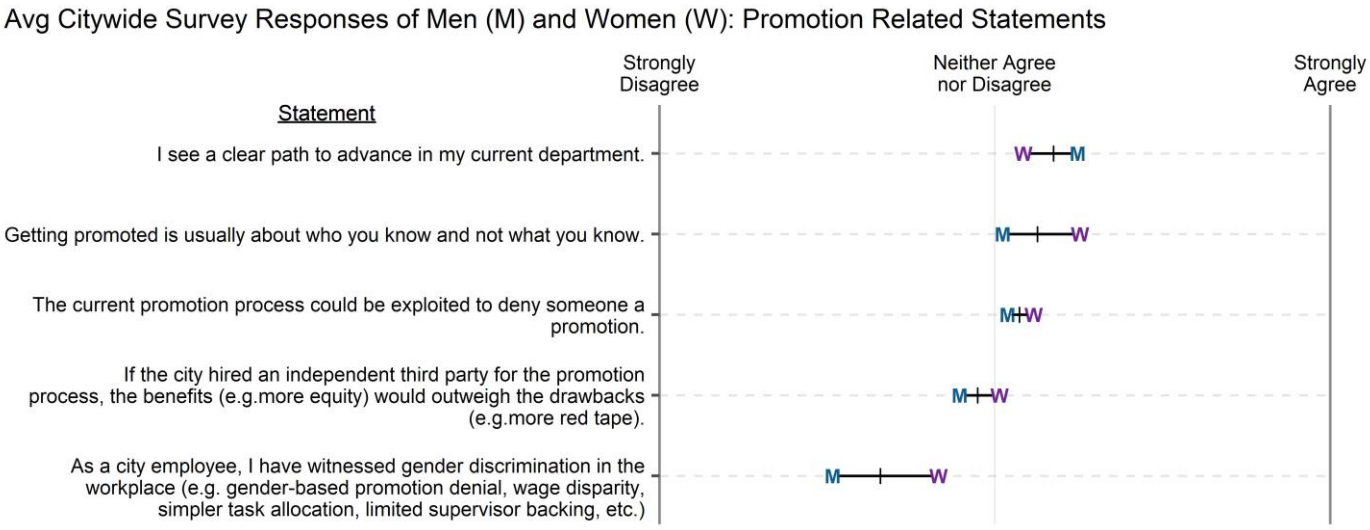
Plausible Source #2: There are some career advancement disparities between men and women. Women report more barriers to advancement.

With our quantitative analysis of annual role changes, we noted a few differences in career advancement between men and women:

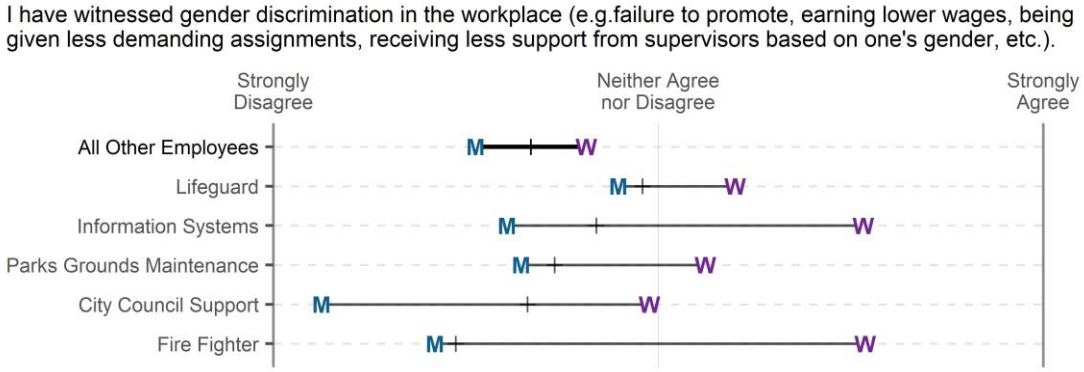
Gender Differences:

- Women in firefighting and pool management roles faced higher attrition rates. Women equipment techs and pool managers faced slower progression.
- In contrast, female civil engineers progressed faster than their male counterparts.
- Among police officers, women ended up in diverse roles, with a greater tendency to become detectives. Men stayed longer at Police Officer 2.

In addition to these quantitative findings, our qualitative analysis showed that women felt hiring and promotions were subjective with connections being valued over qualifications. This feeling is likely a contributing factor for why women were also less likely to see a clear path for advancement in their careers. A large plurality of women also believes the promotion process can also be exploited.



Moreover, our analysis suggests that women are 2.5 times more likely to witness gender discrimination in the workplace compared to men. The largest disparities between men and women on this issue are in fields that are traditionally male dominated including Information Systems, Park Grounds Maintenance, and Fire Fighter. The figure below shows the job types in which women tended to agree that they have witnessed gender discrimination in the workplace while a city employee. It also shows job types in which there was a greater difference between the responses of men and women than the citywide average.



Average Survey Responses of Men (M) and Women (W) by Job Type: 'Witnessing Gender Discrimination'

Recommendations

1. Engage with employees who've sought promotions for extended periods without success. Provide resources, explain delays, highlight alternative paths, and foster supervisor-employee understanding.
2. Explore options for using randomized experiments to definitively test for the presence of racial, ethnic, or gender discrimination in recruitment, internal hiring, and promotions.
3. Begin tracking diversity in promotion panels and instances of overridden recommendations.[7]
4. Explore options for implicit bias training for all appointing authorities.
5. Explore the costs and benefits of utilizing an independent third party for the promotion process.
6. Assess employee data collection practices in City Departments like Human Resources and Personnel to establish inclusive methods for optional self-identification, covering: race, ethnicity, gender identity, pronouns, orientation, disability, education, and military or veteran status.

[7] During our focus groups, employees expressed concerns about the lack of diversity on some promotion panels as well as instances in which the appointment authority contradicted the panel's recommendation. Both were viewed as detrimental to the promotion process.

Introduction

This study marks the second in a triennial series of pay equity assessments that the City Council has stipulated, demonstrating San Diego's continued commitment to transparency and fairness in its workforce. The study involves a thorough examination of data up to 2022, aimed at unearthing the root causes of the pay disparities identified in our inaugural 2019 study. The ultimate goal is to generate knowledge that can inform policy and strategies to address these issues. With this study, the City of San Diego remains the standard-bearer among municipalities tackling the global issue of pay equity.

Since our initial report in 2019, we have noted reductions in the gender and racial pay gaps. The unadjusted[8] gender pay gap in the City has decreased, moving from 17.6% in 2019 to 15.9% in 2022. This decrease is more substantial than the national trend, which also shows a reduction, with the gap shifting from 18.8% in 2019 to 18.5% in 2022. Similarly, the racial and ethnic pay gap in the City has declined, with our data showing a decrease from 20.8% in 2019 to 19.3% in 2022. Though these yearly averages are not definitive trends, they suggest progress.

When placed alongside other cities, the gender wage gap among City of San Diego employees has shown subtle but positive transformations over time, outpacing the national average. Table **1** below[9] shows the median gender wage gap over time for various regions similar to the City of San Diego (calculated from US ACS Data("American Community Survey 2021 5-Year Estimates - Table DPO3" 2023)). These strides demonstrate the City's persistent effort, heightened by its commitment to openly address both gender and racial pay disparities—an area often ignored. Despite these advances, we acknowledge that the road to complete wage equality remains extensive. In this endeavor, San Diego stands united with many Californian cities and over a hundred state companies who have all endorsed the California Equal Pay Pledge in a collective stand against wage disparity.

Table 1: *Comparison of Median Gender Pay Gaps*

Data source	2018	2019	2020	2021
US	18.8%	18.4%	NA%	18.5%
San Diego County	12.5%	11.7%	NA%	12.5%
Los Angeles County	8.8%	9.8%	NA%	10.4%
City of San Diego Employees	**16.3%**	**15.8%**	**16.1%**	**15.5%**

However, despite these widespread commitments, the transparency surrounding wage gaps in municipalities leaves room for improvement. There are very few cities that publicly disclose their pay disparities. Sacramento is an exception, having reported its gender pay gap from 2016 through 2021[10] [Oseguera (2022)]. By comparing this data with San Diego's, an interesting picture emerges. Both cities have succeeded in shrinking their mean pay gaps, yet San Diego's progress is notably more pronounced. Across all the examined years, San Diego consistently maintains a lower overall gender pay gap.

Table 2: *Comparison of Mean Gender Pay Gaps*

City Employees	2016	2017	2018	2019	2020	2021
City of Sacramento	15.5%	14.9%	14.7%	13.9%	15.8%	14.4%
City of San Diego	10.9%	9.9%	8.5%	8.5%	7.3%	6.2%

[8] Unadjusted: comparison of the difference in men and women's salary overall, not accounting for any differences in job type, years of experience, industry, etc.

[9] See appendix for details on each job type and the methodology by which they were created.

[10] Calculated using mean regular pay among full-time employees.

While this progress is encouraging, several open questions remain regarding these pay gaps. First, have these gender wage gaps continued to narrow for city employees in 2022? Do we see the same type of progress for the pay gaps between White employees and employees from different racial and ethnic groups? Finally, and most consequentially, what are the root causes of these pay inequities? Identifying some of these root causes, particularly from the unique experiences of city employees, would enable City leaders to formulate policies that would effectively address these pay gaps.

This study seeks to answer these questions by using both quantitative and qualitative research approaches. Our aim with this report is to shine a light on the root causes of pay inequities in the City. We did this by uncovering and presenting the best available evidence. We are confident that by better understanding the root causes, the pathway to pay equity will become clear.

With that objective in mind, we updated the analysis from our inaugural 2019 study with data through 2022 and attempted to unearth the root causes of the pay disparities identified in that first study. We also expanded our analysis of the racial and ethnic pay gap to include analysis of the pay gaps among Latino, Black, and AAPI employees. The root-cause investigation was executed through various investigative channels like focus groups, an employee survey, and quantitative analyses examining career advancement, recruitment, and occupational sorting trends. We convened sixteen total focus groups and interviews with a diverse group of 114 employees. We then used the themes and observations from these discussions to generate hypotheses that we then evaluated through an employee survey. This survey achieved a response rate of 28%, with over 3,000 responses.

This report is organized into two major sections, one examining the gender pay gap, and the other investigating the racial and ethnic pay gap. The gender pay gap section considers five core causes of pay inequity from occupational sorting to demographic variances between male and female employees. Following this, we transition into the racial and ethnic pay gap, where we explore similar facets in addition to specific pay gaps for Latino, Black, and AAPI employees. Here again, we identify and analyze five major causes for these gaps.

The appendix serves to supplement our main findings with recommendations for future pay equity studies, insights into data collection challenges, job type details, and a detailed account of our statistical methods. We also offer an explanation of racial and ethnic terms used, an overview of qualitative methods, a comprehensive list of survey questions, and data on focus group and survey participation rates.

The Gender Pay Gap

In this study we differentiate between total pay, regular pay, and base pay. Each is defined below.

Total pay: All pay an employee received including overtime. This is the Box 5 pay on the employees W-2.

Regular pay: All pay an employee received including add-on pay but excluding overtime.

Base pay: Pay before adding any lump sum, overtime, or other pay.

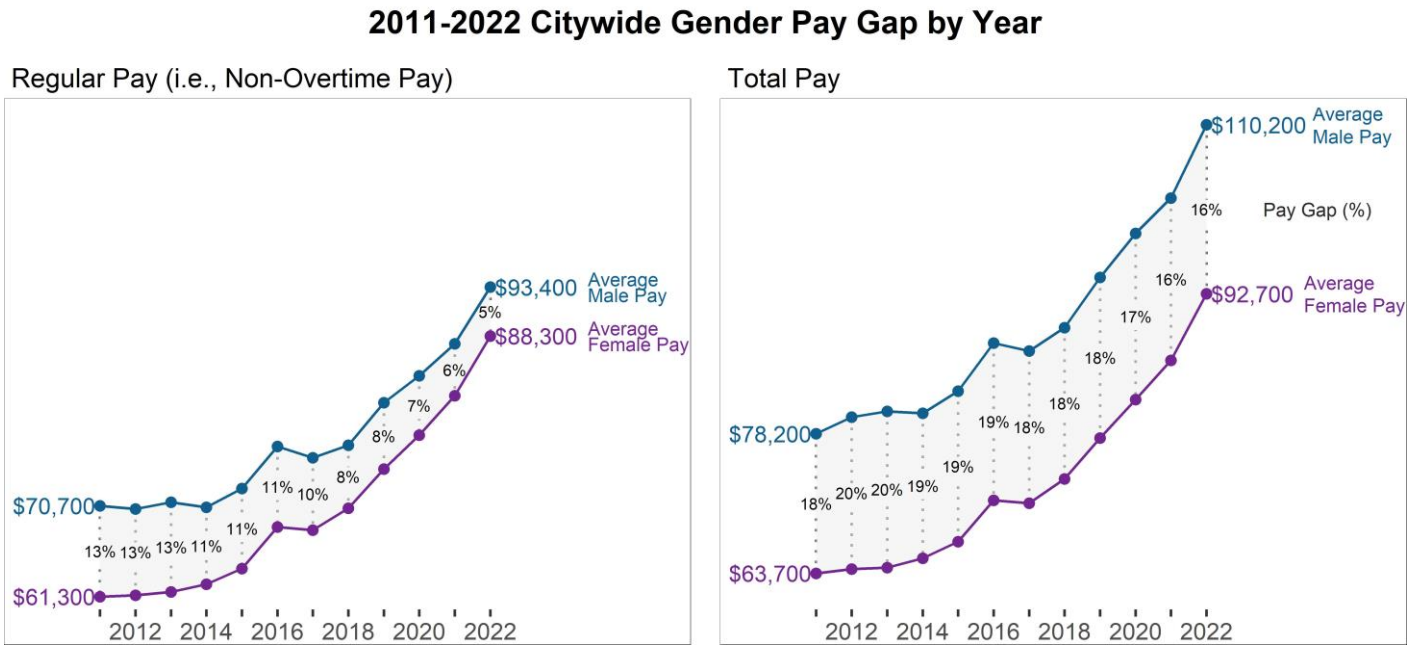


Figure 1: *2011-2022 Citywide Gender Pay Gap by Year*

When one looks at the gender pay gap by these different measures of pay, the gap attributed to regular pay is significantly smaller than the total pay gap and has steadily declined since 2011. The total pay gap is much larger because a higher proportion of the City's total overtime compensation ($126 million in 2022) goes to men as opposed to women. Citywide, men account for 68% of the employees but nearly 90% of the overtime dollars.

An analysis of the decrease in the pay gap over time is outside of the scope of this study. However, it is highly recommended as an area of future research to understand if/how past policies have impacted the pay gap.

The gender pay gap was broken down into five categories to isolate the most impactful factors that drive the pay gap between men and women.[11] Figure **2** shows the magnitude of impact for each category. This breakdown allowed us to thoroughly analyze the causes of the pay gap and identify ways for the City to begin addressing these issues. Subsequent sections delve into each category.

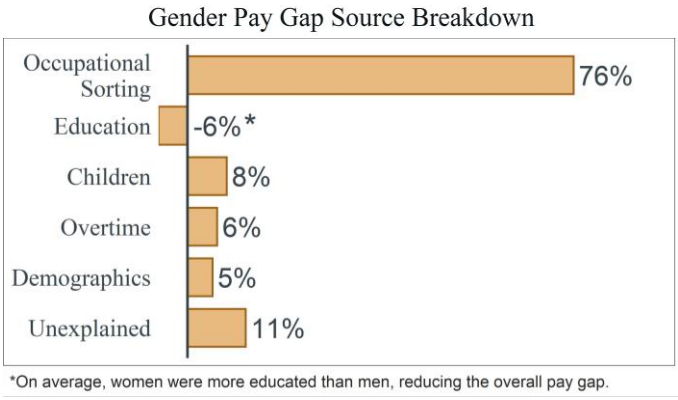


Figure 2: *2022 Citywide Gender Total Pay Gap Source Estimates*

[11] Determined using a statistical technique known as Oaxaca-Blinder decomposition (Oaxaca 1973; Blinder 1973). See appendix for details.

Pay Gap Cause #1 - Occupational Sorting

Occupational sorting refers to differences between career paths for men and women most often based on personal choice, societal forces, differing barriers to entry, or a combination of these. There are three elements of occupational sorting that significantly increase the impact a given job type has on the overall pay gap.

1. Gender imbalance: job types that had a high proportion of one gender.
2. Average total pay: total pay significantly different from the City's average.
3. Proportion of City's workforce: Number of employees in the job type as a proportion of all City employees.

Two careers that had a particularly high impact on the pay gap in the City are Police Officers and Fire Fighters. Police Officers were 84% male, had an average total pay 35% higher than the City average, and 20% of City employees are in this job type. Fire Fighters were 96% male, had average total pay 34% higher than the City average, and 8% of City employees are in this job type. The City of San Diego's level of diversity in these roles is similar to that of the national average. However, concerted efforts in improving diversity at these positions and/or adjusting pay structures (e.g., high usage of overtime) has the greatest potential for reducing the pay gap.

For the purposes of this study, all City jobs were placed into groups of job types. The jobs in each job type grouping all required similar skills/education and/or were along a similar career path within the City[12]. This approach allowed us to observe the job types with the most significant impact on gender-based occupational sorting across the City workforce.

In Figure **3**, roles with many employees (larger circles) near the bottom-left and top-right corners have the largest effect on increasing the citywide pay gap. Roles in the top-right quadrant are high paying and have disproportionately high numbers of men. Roles in the bottom-left quadrant are low paying and have disproportionately high numbers of women. We find that police officers, fire fighters, and administrative support have the largest influence on occupational sorting. We discuss these job types in greater detail below.

[12] See appendix for details on each job type and the methodology by which they were created.

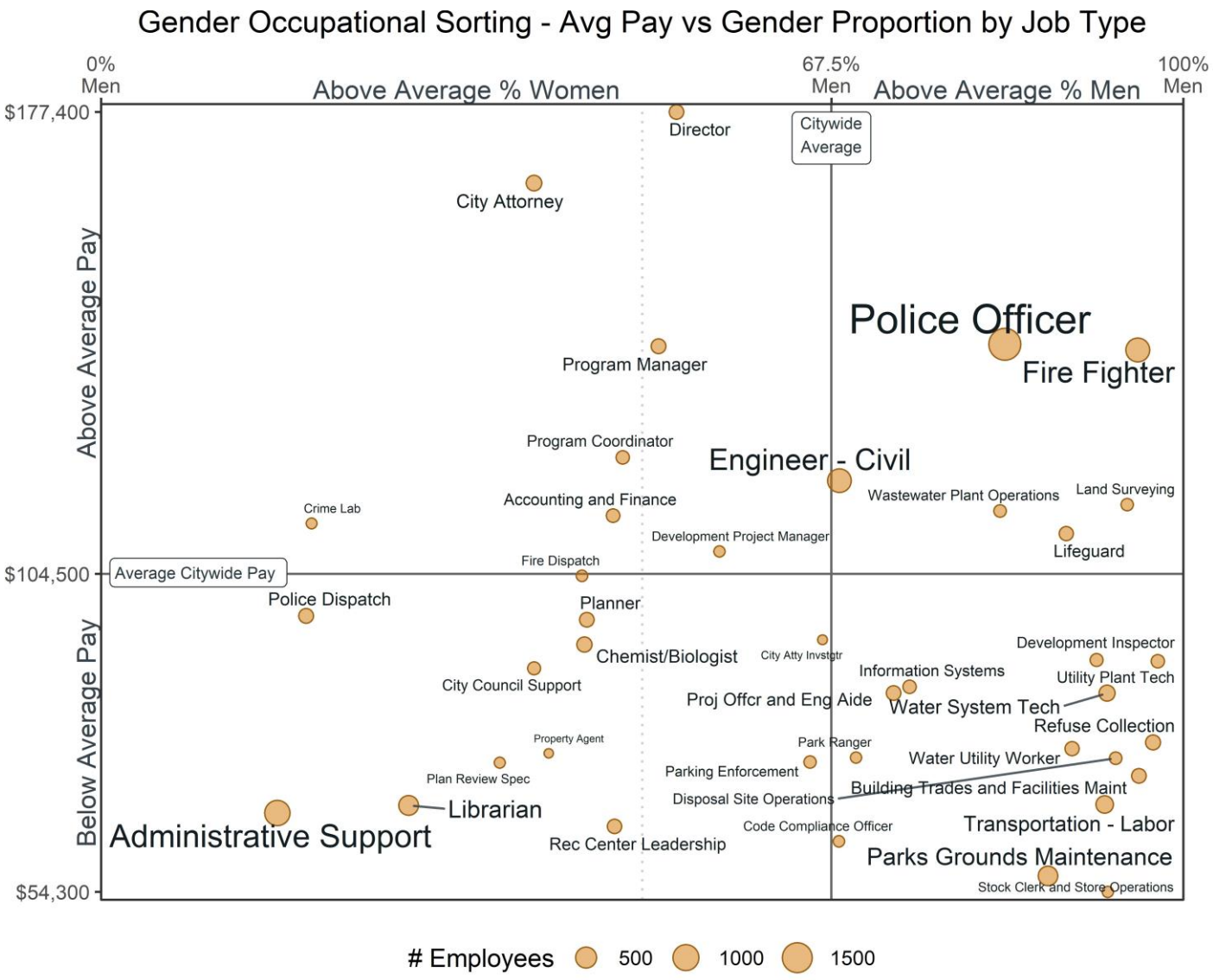


Figure 3: *Pay vs Gender Proportions by Job Type*

Job Types with Significant Impact on Occupational Sorting

Police Officers

In 2022, there were 1814 standard-hour[13] police officers: 1515 (83.5%) were men and 299 (16.5%) were women. The occupational sorting of mostly men into the police officer role had a strong effect on increasing the pay gap because the role pays $36,203 above the citywide average total pay. We estimate that if the ratio of men to women among City police officers equaled the citywide average, the total pay gap would have decreased by 35.3% ($6,181).

The extent of police officers' contribution to the citywide pay gap was partly due to the role's reliance on overtime. The average City police officer had approximately 292 overtime hours in 2022. We estimate that

[13] Our study sample for this and all subsequent analysis included employees who: 1) had compensation data, 2) worked at least half of the year, 3) worked standard hours (full-time, 3/4 time, or 1/2 time), 4) worked the same schedule all year, 5) worked in the same job type all year, 6) had regular pay (prorated for time worked) that was at least 80% of the stated minimum salary for the position or were on long term disability (LTD) during the year (protects against including erroneous pay values, removes likely workman's comp employees, and still allows for likely underfilled positions and those on LTD), and 7) were not on long term disability the entire year. All pay was prorated for employees who worked less than the entire year and/or worked 3/4 or 1/2 time.

if the police force had somehow eliminated overtime (while maintaining its existing ratio of men to women) the citywide total pay gap would have decreased by 12.5% ($2,183)[14].

Table 3: *Police Officer Role vs Citywide (2022)*

			Average Pay		
	Employees	% Women	Regular	Overtime	Total
Police Officer	1814	16.5%	$119,400	$21,350	$140,751
Citywide	9240	32.5%	$91,764	$12,784	$104,548
	19.6%	-16%	+$27,636	+$8,566	+$36,203

Table 4: *Jobs in Study's 'Police Officer' Role (2022)*

			Average Pay		
Job	Employees	% Women	Regular	Overtime	Total
Police Officer 2	905	13.6%	$116,272	$24,688	$140,960
Police Officer 1	263	17.1%	$81,177	$14,996	$96,173
Police Sergeant	263	13.7%	$150,381	$30,250	$180,631
Police Detective	211	31.8%	$125,831	$19,328	$145,159
Police Recruit	78	23.1%	$66,842	$1,748	$68,590
Police Lieutenant	57	7%	$189,348	$119	$189,467
Police Captain	21	19%	$232,167	$0	$232,167
Police Officer 3	9	11.1%	$126,612	$29,498	$156,111
Asst Police Chief	6	16.7%	$266,344	$0	$266,344
Police Chief	1	0%	$296,684	$0	$296,684

Fire Fighter

In 2022, there were 764 standard-hour firefighters: 732 (95.8%) were men and 32 (4.2%) were women. In general, recruitment of women to firefighting is a challenging task. Representation of women in firefighting is low across the country; however, the City of San Diego is taking steps to encourage women to consider firefighting as a career. SDFD's Girls Empowerment Camp ("Girls Empowerment Camp" 2020) is an example of programs aimed at encouraging more female participation in the career. SDFD also hosts the Women's Fire Prep Academy (WFPA), allowing coed candidates to participate in a fire academy setting. The WFPA prepares the candidates for the rigors of a fire academy. Additionally, WFPA allows candidates to participate in a basic physical test before the academy. The City also has a Fire Cadet program to help youths learn about firefighting as a career; this is another opportunity in which the department can encourage female participation in the profession in their early stage of career development.

The occupational sorting of mostly men into the Fire Fighter role has a strong effect on increasing the pay gap because the role pays $35,279 above the citywide average total pay. The role's non-overtime pay was actually $6,732 below the citywide average, so firefighters' above average pay was entirely due to their heavy overtime utilization.

The average City firefighter had approximately 1030 overtime hours in 2022. This alone is about half of what a typical full-time employee works in a year. We estimate that if the City had somehow eliminated

[14] This and other similar occupational sorting estimates are based on pay gap calculations using the average log of total pay. When calculated this way, the pay gap is slightly different than the unadjusted pay gap(s) reported elsewhere in the report (e.g., 17.6% vs 16% for 2022 gender pay gap). This does not affect the overall findings of the report in any way.

overtime for firefighters (while maintaining its ratio of men to women) the citywide total pay gap would have decreased by 27.1% ($4,752). Additionally, this same decrease in the citywide pay gap would be expected if the ratio of men to women among firefighters equaled the citywide average.

Table 5: *Fire Fighter Role vs Citywide (2022)*

			Average Pay		
	Employees	% Women	Regular	Overtime	Total
Fire Fighter	764	4.2%	$85,032	$54,795	$139,827
Citywide	9240	32.5%	$91,764	$12,784	$104,548
	8.3%	-28.3%	-$6,732	+$42,011	+$35,279

Table 6: *Jobs in Study's 'Fire Fighter' Role (2022)*

			Average Pay		
Job	Employees	% Women	Regular	Overtime	Total
Fire Fighter 2	246	4.9%	$70,517	$39,327	$109,843
Fire Captain	197	1.5%	$96,777	$69,170	$165,947
Fire Engineer	185	3.8%	$82,003	$60,711	$142,714
Fire Fighter 3	73	4.1%	$81,680	$53,809	$135,489
Fire Battalion Chief	29	3.4%	$135,305	$86,064	$221,369
Fire Fighter 1	16	25%	$56,622	$12,133	$68,755
Deputy Fire Chief	8	12.5%	$171,775	$0	$171,775
Fire Captain-Mast	3	0%	$79,055	$148,107	$227,162
Fire Engineer-Mast	3	0%	$66,116	$89,294	$155,411
Asst Fire Chief	2	0%	$233,863	$0	$233,863
Fire Chief	1	0%	$279,061	$0	$279,061
Fire Recruit	1	100%	$32,945	$584	$33,529

All fire stations in the City must be constantly staffed, so completely removing overtime for firefighters is unrealistic; however, there may be options for the City to reduce the department's need for overtime. One remedy that can clearly address the fire department's necessary over-reliance on overtime is to recruit additional firefighters. Our 2019 study recommended that the City ensure the Fire Department has the recruiting resources they need. Since then, additional recruiting resources were provided in their FY23 budget; however, we are unsure if this is sufficient.

Having recruiting resources is one part of the matter. Having an attractive job to which to recruit candidates is the other part. In 2019, we noted that the firefighter pay in the City of San Diego significantly lagged behind other departments in the area, and we recommended that the City increase firefighter pay to be more competitive. While the pay of San Diego Firefighters did increase since then, they continue to lag behind other departments. Table **7** shows the minimum salary for firefighters at similar departments.

Table 7: *2023 Fire Fighter's Starting Salary - San Diego vs Similar Municipalities*

Role	City of San Diego	City of Sacramento	Los Angeles
Fire Recruit	$43,867	$52,279	$78,070
Fire Fighter 1	$56,036	$75,752	$78,070

In addition to the impact on the citywide gender pay gap that result from the fire department's necessary over-reliance on overtime, there is a toll on the firefighters themselves. The Assistant Fire Chiefs with whom we met in 2019, expressed a great deal of concern about the personal strain that is placed on the City's firefighters due to overtime demands. This sentiment was also echoed in our focus groups and survey.

Administrative Support

In 2022, there were 927 standard-hour employees in the Administrative Support role: 151 (16.3%) were men and 776 (83.7%) were women. The occupational sorting of mostly women into the Administrative Support role had a strong effect on increasing the pay gap because the role pays $37,765 below the citywide average (total pay). We estimate that if the Administrative Support role's pay *or* ratio of men to women equaled the citywide average(s), the total pay gap would have decreased by 45.3% ($7,931).

Table 8: *Administrative Support Role vs Citywide (2022)*

			Average Pay		
	Employees	% Women	Regular	Overtime	Total
Administrative Support	927	83.7%	$64,898	$1,885	$66,783
Citywide	9240	32.5%	$91,764	$12,784	$104,548
	10%	+51.3%	-$26,866	-$10,899	-$37,765

Table 9: *Top 10 Jobs in Study's 'Administrative Support' Role (2022)*

			Average Pay		
Job	Employees	% Women	Regular	Overtime	Total
Administrative Aide 2	103	88.3%	$64,645	$2,198	$66,842
Asoc Mgmt Anlyst	86	74.4%	$78,144	$1,475	$79,619
Clerical Asst 2	75	85.3%	$43,798	$670	$44,468
Administrative Aide 1	68	85.3%	$57,250	$781	$58,031
Sr Mgmt Anlyst	67	79.1%	$86,623	$1,595	$88,218
Public Info Clerk	51	76.5%	$51,237	$1,821	$53,058
Supv Mgmt Anlyst	44	75%	$95,671	$67	$95,738
Office Support Specialist	43	97.7%	$49,877	$2,707	$52,584
Payroll Spec 2	43	95.3%	$62,751	$1,061	$63,811
Account Clerk	34	91.2%	$49,344	$481	$49,825
Other (55 Jobs)	313	83.1%	$65,357	$2,907	$68,264

In the appendix is a detailed graph of Administrative Support career progression that shows the numerous roles included in this job type.

Jobs with Above-Average Pay and Disproportionately Low Numbers of Women

These jobs increased the citywide gender pay gap because they had above-average pay and above-average proportions of men. This list of job types includes Police Officer and Fire Fighter but also Lifeguard and Wastewater Plant Operations, both of which are higher paying jobs with few female employees.

Table 10: *Job Types with Occupational Sorting that Increased Citywide Gender Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% Women	Regular	Total	Dollars	Percent	Dollars	Percent
Police Officer	1,814	16.5%	$119,400	$140,751	$3,998	78.7%	$6,181	35.3%
Fire Fighter	764	4.2%	$85,032	$139,827	$-619	-12.2%	$4,133	23.6%
Lifeguard	111	10.8%	$89,104	$110,868	$-71	-1.4%	$97	0.6%
Wastewater Plant Operations	65	16.9%	$99,406	$114,428			$81	0.5%

Jobs with Below-Average Pay and Disproportionately Low Numbers of Women

These jobs decreased the citywide gender pay gap because they had below-average pay and above-average proportions of men. The range of total pay for these job types was $56,000 to $85,000. Park Ground Maintenance and Transportation – Labor are two job types that has the greatest contribution to the decrease in the gender gay gap.

Table 11: *Job Types with Occupational Sorting that Decreased Citywide Gender Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% Women	Regular	Total	Dollars	Percent	Dollars	Percent
Parks Grounds Maintenance	392	12.5%	$53,414	$56,824	$-1,641	-32.3%	$-1,944	-11.1%
Transportation - Labor	262	7.3%	$57,493	$68,098	$-1,168	-23%	$-1,059	-6%
Refuse Collection	143	2.8%	$65,336	$77,891	$-584	-11.5%	$-458	-2.6%
Building Trades and Facilities Maint	122	4.1%	$68,778	$72,631	$-287	-5.7%	$-361	-2.1%
Water Utility Worker	107	10.3%	$59,578	$76,911	$-436	-8.6%	$-300	-1.7%
Water System Tech	185	7%	$66,765	$85,661	$-564	-11.1%	$-263	-1.5%

Jobs with Above-Average Pay and Disproportionately High Numbers of Women

These jobs decreased the citywide pay gap because they had above-average pay and above-average proportions of women. In other words, in positions such as City Attorney, Director, and Program Manager, there was a notable intersection of higher wages with a higher proportion of women. Without these positions, the gender pay gap would have been much larger.

Table 12: *Job Types with Occupational Sorting that Decreased Citywide Gender Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% Women	Regular	Total	Dollars	Percent	Dollars	Percent
City Attorney	165	60%	$166,148	$166,148	$-1,108	-21.8%	$-1,189	-6.8%
Director	126	46.8%	$177,410	$177,410	$-578	-11.4%	$-623	-3.6%
Police Dispatch	132	81.1%	$84,656	$97,850			$-371	-2.1%
Program Manager	131	48.1%	$140,466	$140,466	$-332	-6.5%	$-341	-1.9%
Accounting and Finance	93	52.7%	$113,237	$113,673	$-215	-4.2%	$-202	-1.2%
Crime Lab	36	80.6%	$107,917	$112,468	$-157	-3.1%	$-181	-1%
Fire Dispatch	45	55.6%	$77,223	$104,167			$-122	-0.7%

Jobs with Below-Average Pay and Disproportionately High Numbers of Women

These jobs increased the citywide pay gap because they had below-average pay and above-average proportions of women. In other words, positions such as Administrative Support and Librarian, where both lower pay and a greater proportion of women are observed, contribute to a larger gender pay gap across the City.

Table 13: *Job Types with Occupational Sorting that Increased Citywide Gender Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% Women	Regular	Total	Dollars	Percent	Dollars	Percent
Administrative Support	927	83.7%	$64,898	$66,783	$6,187	121.8%	$7,931	45.3%
Librarian	397	71.3%	$65,840	$68,230	$1,861	36.6%	$2,344	13.4%
Rec Center Leadership	118	52.5%	$63,310	$64,628	$388	7.6%	$503	2.9%
Plan Review Spec	38	63.2%	$70,446	$74,701	$95	1.9%	$114	0.7%

Occupational Sorting Trends

Police Officers

The proportion of women recruits reached 28% in 2022. Along with more people of color starting as police recruits, these trends have made overall officer demographics increasingly reflective of the city they serve.

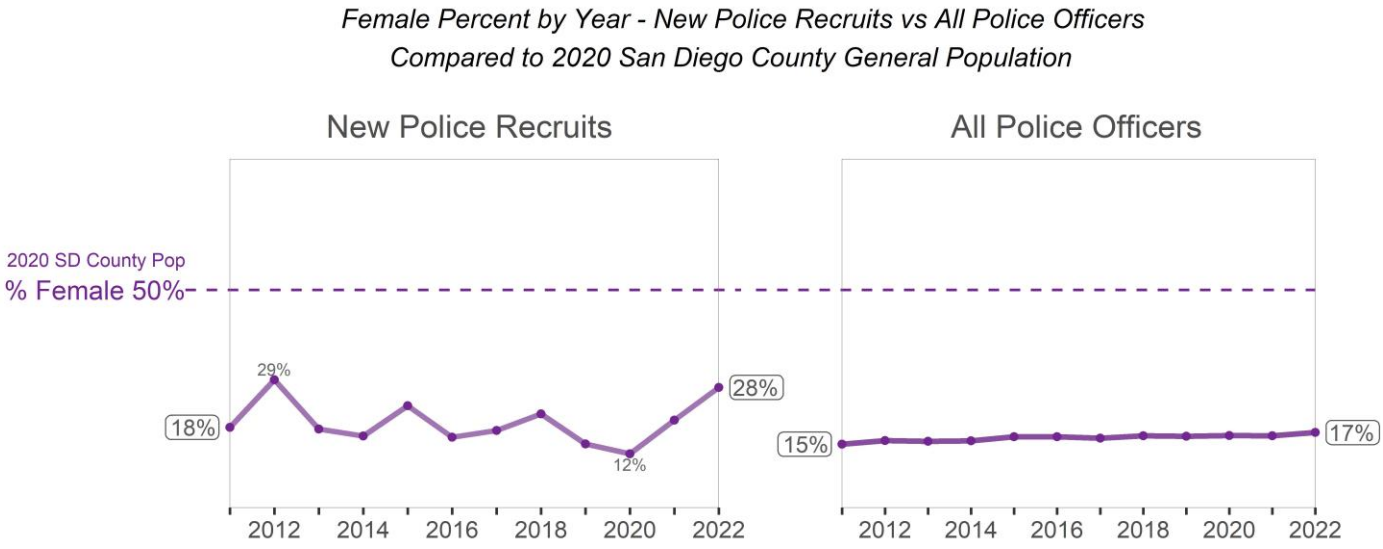


Figure 4: *Female Pct Police Officers by Year vs. Female Pct. of SD County General Population*

The exact cause of these demographic shifts is unclear; however, the department has noted a few recent recruiting initiatives. These include outreach to the many majority-minority communities in San Diego, and the Police Chief signing the 30x30 Pledge in 2021, aiming to increase representation of women in police recruit classes to 30% by 2030. SDPD also partnered with consultant Loma Media to expand recruiting efforts.

Our qualitative analysis shows that existing police officers feel the department's shifting demographics. Our survey asked police officers how SDPD can broaden their pool of recruits. Responses showed that a focus on diversifying SDPD is met with skepticism by some officers, who stressed that hiring should be based on skill and capability, not race and gender. Outside of these concerns, officer's suggestions to broaden the pool of SDPD recruits included:

- Increasing pay, improving retirement benefits (reinstating the deferred retirement option, i.e., DROP), and garnering more support from the City and the public.
- Focusing on retention and reforming rules on grooming, polygraph testing, and minor drug use

A complete summary of the comments from Police Officers can be found in the appendix.

Firefighters

The proportion of women hired as fire recruits has seen a marked increase in recent years. In 2021-2022, the proportion of female fire recruits rose sharply to 20%, a significant increase from the average proportion of 9% recorded since 2011. Despite the changing gender makeup in recent years, especially for the entry level roles, the Fire Fighter role has remained under 8% women over the past decade.

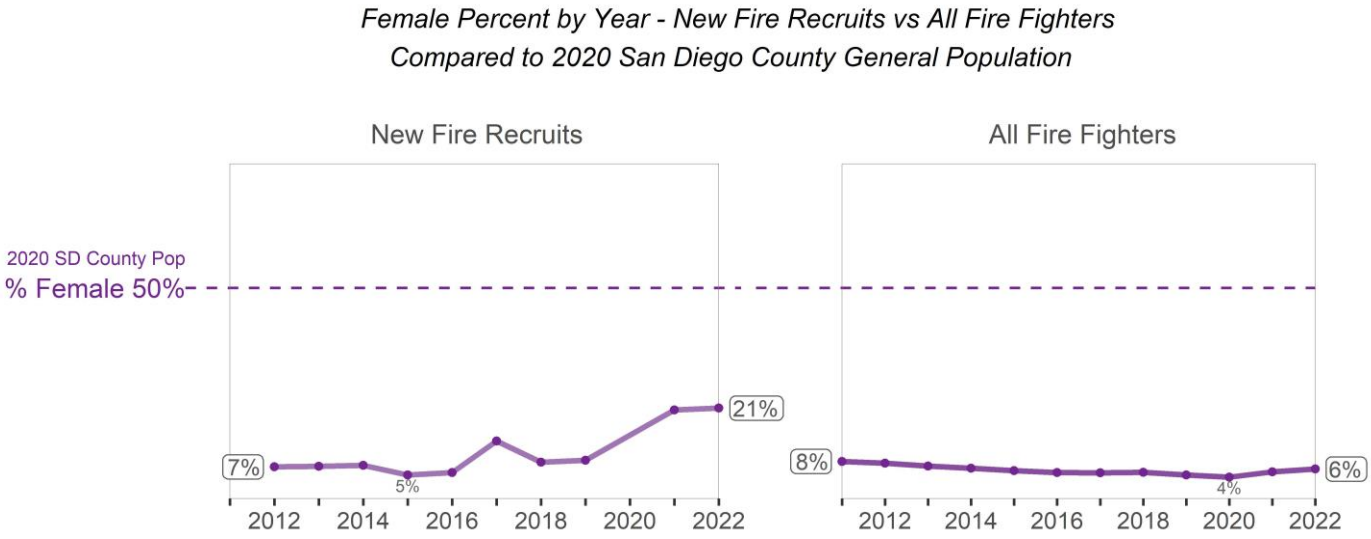


Figure 5: *Female Pct of Fire Fighters by Year vs. Female Pct of SD County General Population*

While more women are being admitted to the fire academy, the data shows that women are also failing out of the academy and not passing the standard one-year probation period at higher rates than men. This has raised concerns among some female firefighters. One female firefighter noted that when women fail out of the academy, it can strengthen perceptions of women's inadequacy, while another felt that she was being judged by her male peers based on the performance of the weakest female in the group. These concerns are consistent with the prevailing doubts about women's job effectiveness that were expressed by a notable proportion of male firefighters in our survey.

Another critical factor in occupational sorting that cannot be overlooked is competitive compensation. As a result of the fire department's uninterrupted staffing necessities, reduced staff invariably equals more overtime, thus intensifying the gender pay gap. This was a noted issue in 2019 and still remains. While hiring more firefighters could mitigate the problem, the below-market pay offered by the department creates a barrier. By offering competitive pay and benefits, SDFD could incentive the recruitment of more firefighters and simultaneously attract more qualified women to the profession. This perspective is underscored by one male firefighter's poignant question, "Women are in demand in all fire departments, so why choose to come here when the pay and benefits are still much less than comparable agencies?"

Police and Fire Conclusion

With the right support systems and strategies to attract qualified women and people of color into public safety roles, the goals of merit-based hiring and a community-reflective workforce can coexist. However, our qualitative analysis shows that a number of police officers and firefighters have apprehensions about the compatibility of these goals. Their primary focus remains on maintaining safety standards and operational efficiency. This highlights the importance of fostering an environment where a community-reflective workforce is recognized as a contributor to increased safety and efficiency, rather than as a potential obstacle.

Qualitative Themes and Potential Root Causes

In this updated study we used an employee survey and focus groups to get a better understanding of the sources behind occupational sorting. Specifically, we sought to understand factors affecting how employees ended up in their current job or why they might leave. While occupational sorting is greatly influenced by societal factors, financial constraints, personal ambitions, and skills compatibility, the City can mitigate the impact of occupational sorting with focused efforts at recruitment and retention.

Below are the responses to the survey statements pertaining to aspects of occupational sorting based on gender. This graph compares the differences in attitudes between men and women. Based on our focus groups and these survey results, we found two broad themes with implications for occupational sorting.

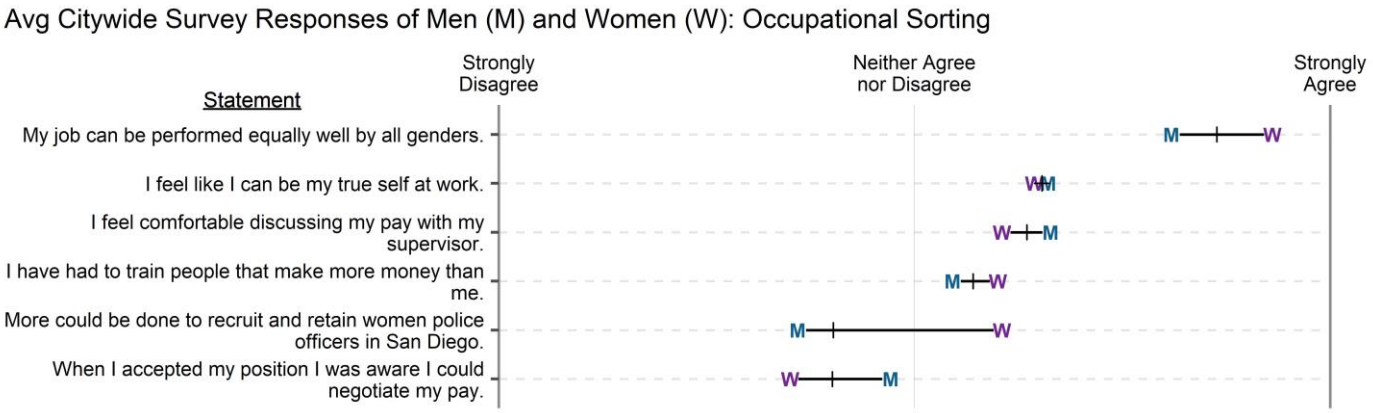


Figure 6: *Avg Citywide Survey Responses of Men (M) and Women (W): Police and Fire Occupational Sorting'*

Theme 1 - Several professions express skepticism about the ability of all genders to do their jobs.

Our focus group discussions touched upon several distinct differences between men and women in the workplace and among certain professions, particularly those professions that are more physically demanding. To assess all employees' opinions on the role of gender in the workplace, we asked respondents if their job could be performed equally well by all genders.

Survey Statement: My job can be performed equally well by all genders.

Across all survey respondents, our analysis found that female employees were 4.4 times more likely ($p<0.001$) to agree that their job can be performed equally well by all genders than male employees. However, we find larger disparities on this statement within certain professions. A clear minority of male fire fighters agreed with this statement (38%) while an overwhelming majority of female fire fighters agreed with this statement (92%). Among the predominantly male fire safety sector, employees were 10.6 times less likely ($p<0.001$) to agree that that their job can be performed equally regardless of gender compared with all other city employees.

Our analysis found significant differences in responses to this question in other professions. For example, police officers were 1.8 times less likely ($p<0.001$) to agree that all genders can do their job equally well compared with all other city employees. Skilled trade employees[15] were also skeptical that all genders can do their physically demanding work. They were 4 times less likely ($p<0.001$) to agree with this statement than all other employees.

To directly hear from firefighters on this issue, we also included a free text question in our survey to measure attitudes on the recruitment of women in the Fire Department.

Survey Statement: More women would want to be San Diego firefighters if _____.

Firefighters expressed several sentiments in responding to the statement. A notable number of male firefighters (52 responses) articulated that more women would want to be San Diego firefighters if **they were qualified physically.** (For more responses to this question, refer to the Open-Ended Questions section in the appendix.) Some examples of this sentiment include:

[15] Includes the following job types: Parks Grounds Maintenance, Transportation - Labor, Refuse Collection, Water System Tech, Fleet Technician, Building Trades and Facilities Maintenance, Utility Plant Tech, Water Utility Worker, Disposal Site Operations, Electrician and Plant Proc Control, Wastewater Plant Operations, Other Equip Tech, Water Plant Operations, Utilities Equip Oper, Communications Tech, Custodian, Utilities Tech Other, and Reservoir Management

> More women would want to be San Diego firefighters if it was less physically demanding. (Male Fire Captain)
>
> More women would want to be San Diego firefighters if they were strong enough to be effective. (Male Fire Engineer)
>
> More women would want to be San Diego firefighters if the physical standards were lowered to an unsafe level. (Male Fire Captain)
>
> More women would want to be San Diego firefighters if they were genetically built more like men. This would give them the physical attributes it takes to perform this job for 30 years. Strength, height, and muscle mass. (Male Firefighter[16])

Similarly, we specifically asked police officers in our survey if they thought more could be done to recruit and retain women in the police force.

> *Survey Statement: More could be done to recruit and retain women police officers in San Diego.*

Overall, 23% of police officers agree that more could be done to recruit and retain women police officers. Women police officers are 3.7 times more likely ($p<0.001$) to agree with this statement compared with male police officers. We also used a free text question to assess police officers' attitudes on recruiting more broadly.

> *Survey Statement: The SDPD would get a broader pool of recruits if _____,*

Police officers' responses to this question also included references to abilities rather than diversity. Specifically, a group of police officers (20 responses) said they would get a broader pool of recruits if **there was less political interference.** This idea was voiced by men and women with a wide range of ranks. (For more responses to this question, refer to the Open-Ended Questions section in the appendix.)

> We need less of a broader pool and more of a capable pool. We should not be hiring based on "equity" but rather based on "ability". I want to know the person standing with me and potentially saving my life has the capability to do the job regardless of their race, religion, gender, etc. (Male Officer)
>
> focused on quality over quantity. Right now the general perception is SDPD is hiring/promoting/advancing based upon demographics rather than merit. I have personally been told by leadership that I was passed over for a specialized unit because I did not fit the demographic they were looking for despite being significantly more qualified than the chosen candidate. (Male Detective)
>
> SDPD stuck to core principles of hiring, promoting and recognizing the best people for the position. Race, gender, diversity quotas and "equity" should have zero impact on the hiring and promotional process. However, D,E & I does play a noticeable role and it's not in favor of those individuals which you are trying to marginalize through this "study" and survey. (Male Sergeant)

These comments further show that within the Fire Department and the Police Department, there are reservations among many employees about the capacity for women to perform certain job responsibilities. In some cases, these comments come out of a concern for their own safety.

Theme 2 - Women feel less comfortable in the workplace compared to men.

Our survey featured several statements that measured aspects of the power dynamics within the workplace. These statements sought to measure employees' level of comfort navigating their respective workplace. Several results suggest that women feel less comfortable and feel lower levels of acceptance compared to men. We first asked employees if they feel like they can be themselves at work.

[16] When listed in a quote attribution, 'Firefighter' includes the rank of Firefighter 1, Firefighter 2, and Firefighter 3.

Survey Statement: I feel like I can be my true self at work.

While the overall differences between men and women on this statement are small, we find that women are 1.6 times less likely ($p<0.001$) to feel like they can be their true self in job types when they are underrepresented among top earners compared with men in more represented job types. This result points to the importance of representation in how women feel in the workplace.

We also included two survey statements that measured employees' comfort levels as they relate to discussing pay. These statements were only presented to classified employees because of the organizational division between workers and management.

Survey Statement: I feel comfortable discussing my pay with my peers.

Survey Statement: I feel comfortable discussing my pay with my supervisor.

On both statements, classified female employees have less confidence talking about pay in the workplace than classified male employees. Women are 1.5 times less likely ($p<0.001$) to report being at ease bringing up pay with their peers than men. Women are also 1.5 times less likely ($p<0.001$) to report feeling open discussing pay with their supervisor than men.

To assess similar attitudes among unclassified employees, we specifically asked them if they were aware they could negotiate their pay. This question sought to measure some of the power dynamics within unclassified positions.

Survey Statement: When I accepted my position, I was aware I could negotiate my pay.

Across departments, men believed that they could negotiate pay (45%) at a higher rate than women (33%). Deeper analysis suggests that unclassified women are 1.7 times less likely ($p<0.001$) to know they could negotiate their pay than unclassified men.

Finally, based on what we heard in our focus group discussions, we asked respondents if they trained people who made more money than them. This statement also measures the relative standing of employees in a given department.

Survey Statement: I have had to train people that make more money than me.

We find that female employees are 1.4 times more likely ($p<0.001$) to train other employees who make more money than they do compared with male employees. These results speak to the potential impact power dynamics can have on women in the workplace.

Recommendations

1) Evaluate suggestions put forth by firefighters to increase women's interest in the role. These include flexible childcare options, shorter shifts, multiple career paths, coed prep academies, diverse role options, and expanding recruitment in areas like college sports, fitness communities, and military roles like Navy Corpsmen.
2) Seek ways to create a culture within the police and fire departments where a community-reflective workforce is seen as a key to improved safety and operational efficiency.
3) Encourage and identify City leaders to meet regularly with skilled trade workers at their worksites to discuss on-going policy recommendations and other workplace concerns.
4) Continue work on the previous study's recommendations:
    i) Reduce the difference between City firefighter pay and that of other fire departments.
    ii) Analyze data from each stage of the police recruiting process to understand the barriers different demographic groups face when becoming an officer.

Pay Gap Cause #2 - Motherhood Effect

In our 2019 study, we found that whether an employee had children[17] impacted the expected pay of each group differently (independent of age, tenure, and job type). We referred to this effect as the "parenthood penalty." Our 2019 analysis unveiled that when compared to nonparents of their own race, fathers of color had a 3% fatherhood penalty in pay in contrast to no impact for White fathers. Women faced a more substantial motherhood penalty, with White mothers seeing a 4.7% disparity and mothers of color experiencing an even greater deficit of 7.4%.

The observed disparities could be linked to women taking on primary caretaker roles. Managing childcare responsibilities often reduces opportunities for extra work hours and may lead to unplanned leave, impacting performance evaluations and career advancement.

Quantitative Findings

The motherhood effect is slightly different in 2022. There are no longer measurable differences in expected pay between White women who are mothers and those who are not, and between men of color who are fathers and those who are not. Women of color still saw a parenthood penalty of 4.7%. Interestingly, expected pay of White men who are fathers is now 3.3% higher than White men who are not. The net effect in 2022 is that mothers of color see an 8% disparity in pay compared to White fathers.

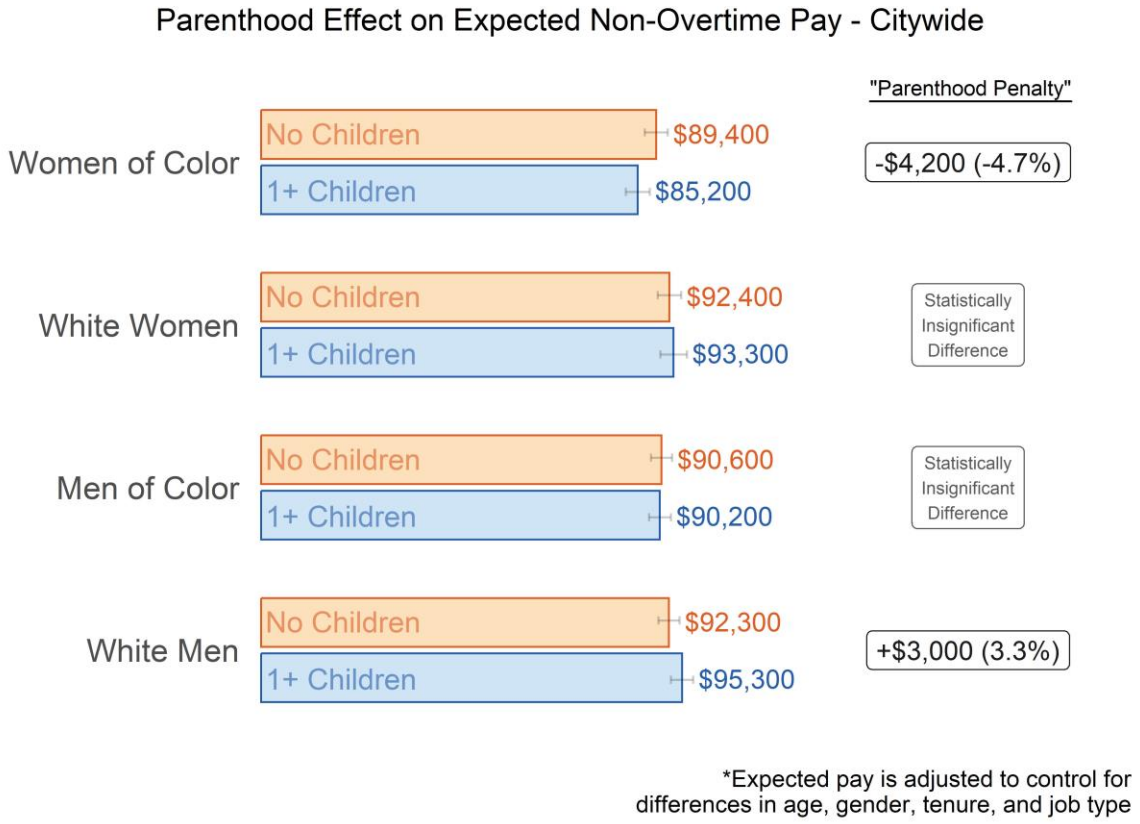


Figure 7: *Parenthood Effect on Expected Citywide Regular Pay*

We cannot isolate the reasons for these shifts. Following the 2019 Pay Equity Study, the City has implemented numerous policies aimed at mitigating the parenthood penalty. However, many of these policies were recently enacted or are scheduled to commence later in 2023. They would not have

[17] Number of children was determined from the dependents an employee declared for any utilized benefits. For any analysis involving number of children, the employee must have utilized City benefits before age 45. This was done to reduce the likelihood of declaring an employee has no children, when they actually have grown children who are no longer dependents.

impacted our current findings, which are based on data only through the end of 2022. These initiatives include citywide options for remote work and alternative work schedules (subject to departmental approval) in early 2023, an additional month of paid parental leave available starting on July 1, 2023, a pioneering childcare facility for the Police Department set to open in 2023, and the launch of a municipal childcare benefit program for City employees in September 2023. Nonetheless, the measurable effects of these policies are expected to emerge over an extended period, possibly spanning many years.

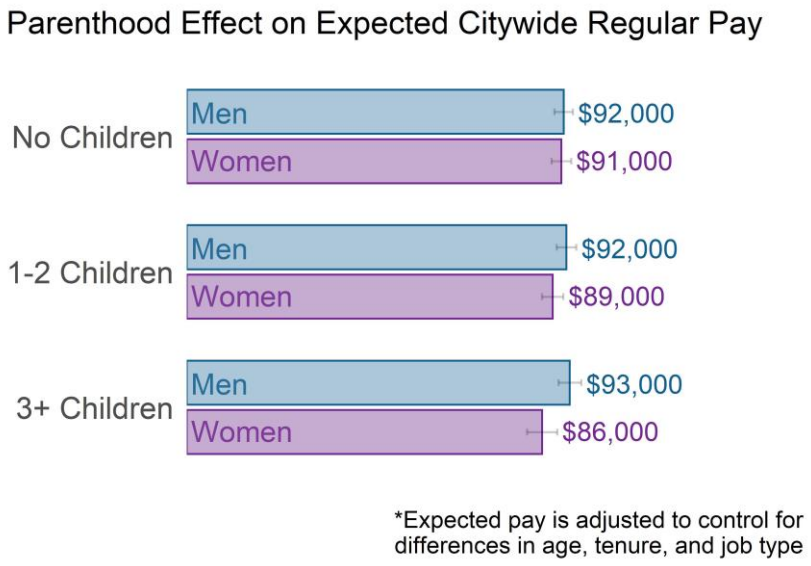


Figure 8: *Parenthood Effect on Expected Citywide Regular Pay - by Gender*

Qualitative Themes and Potential Root Causes

Below are the survey questions that are potentially relevant to the motherhood penalty. This graph compares the differences in attitudes between men and women. We also asked employees how often they work remotely, which potentially impacts their work-life balance. Three themes emerged from our survey and focus groups that speak to gendered societal norms and systemic barriers that may hinder mothers' career growth and income mobility compared to fathers.

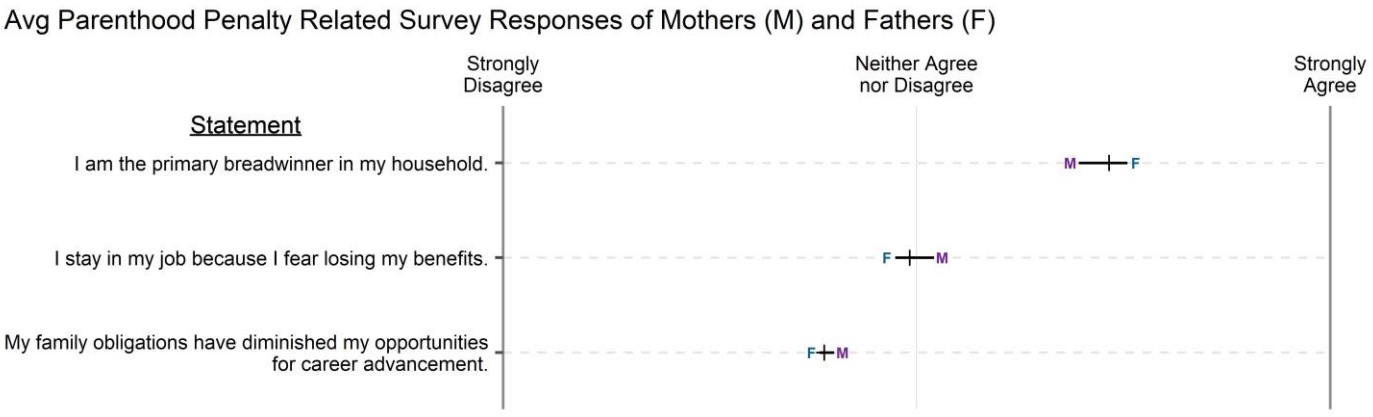


Figure 9: *Avg Parenthood Penalty Related Survey Responses of Mothers (M) and Fathers (F)*

Theme 1 - Mothers are more likely to work remotely than fathers.

Remote work has fundamentally reshaped the work-life balance for many parents. It is reasonable to expect that differences in remote work availability between mothers and fathers might explain some of the

observed disparities. With this in mind, we included in our survey a question about the frequency of remote work, providing four potential responses: never, occasionally, frequently, or always.

Table 14: *Remote Work - Mothers vs. Fathers Citywide*

	I work remotely _____		
	Never	Occasionally	Frequently or Always
All Fathers	441/755 (58%)	167/755 (22%)	147/755 (19%)
All Mothers	136/524 (26%)	158/524 (30%)	230/524 (44%)

We found that mothers were 4 times more likely than fathers to work remotely, at least occasionally. This is likely reflective of the occupational sorting between men and women where women are more likely to be in positions that lend themselves to remote work like administrative support. We looked at differences in remote work utilization between mothers and fathers within each job type and found no statistically significant differences.

While this finding would suggest that mothers may face less barriers in parenting compared with fathers, a counter-narrative from some focus group participants points to a negative consequence of working remotely. We heard from several employees that working remotely put them at a disadvantage for promotions because they did not directly or consistently interact with other employees including managers in the workplace.

Theme 2 - Mothers are more likely to face more career headwinds than fathers.

Our survey asked employees several questions related to career advancement and family obligations. For instance, we asked if they stayed in their job because they feared losing their benefits. This fear may be particularly acute for parents who rely on these benefits to care for their family.

Survey Statement: I stay in my job because I fear losing my benefits.

Our results show that mothers are 1.6 times more likely ($p<0.001$) to fear losing their work benefits than fathers. This finding may indicate that women with children are less inclined to change positions because of this underlying concern.

We also asked all city employees if they felt the weight of family obligations in their career advancement in our survey. This survey statement measures the unique work-life balance that parents often face in their professional careers.

Survey Statement: My family obligations have diminished my opportunities for career advancement.

Our findings suggest that mothers are more likely to believe that family obligations impacted their career advancement. Specifically, mothers are 1.4 times more likely ($p=0.010$) to agree that family obligations had diminished their career advancement compared with fathers. Together, these results suggest that mothers have less economic and career mobility compared with fathers.

Theme 3 - Fathers are primary earners.

To measure the financial situation of employees, our survey asked city employees whether they were the primary breadwinner.

Survey Statement: I am the primary breadwinner in my household.

We found that a disproportionately high number of fathers serve as primary breadwinners compared to mothers. Mothers are 1.8 times less likely ($p<0.001$) to be the breadwinner compared to fathers. Moreover, fathers of color are even more likely than White fathers to be the main source of income for

their families. These results also correspond with a related finding on overtime. Specifically, men are more likely to believe they need to work overtime to support their family than women.

These findings suggest traditional gender roles may still impact family financial responsibilities. As a result, mothers' ability to advance in their career and increase their pay may be constrained within these societal norms.

Recommendations

1. Continue to seek additional employee benefits that would directly target the work-life balance needs of mothers and parents of color.

Pay Gap Cause #3 - Different Overtime Utilization between Men and Women

As we have already noted in this report, another cause of the gender pay gap is the utilization of overtime by City employees. Male employees utilize more overtime than female employees. This imbalance in overtime is also concentrated in several departments.

Quantitative Findings

Citywide in 2022, we estimate that the expected value of overtime worked by men was about 60 hours more than that of overtime worked by women (after controlling for tenure, job, and children, $p<0.001$), contributing to 6% of the pay gap. Previously, in 2019 the difference was 48 hours, which accounted for 5% of the total pay gap. This modest increase since 2019 is most likely explained by an estimated 15% increase in overtime hours citywide between 2019 and 2022. This increase is greatly attributable to a 31% increase in overtime hours for police officers, a 50% increase for transportation labor workers, and a 112% increase for parks grounds maintenance employees.

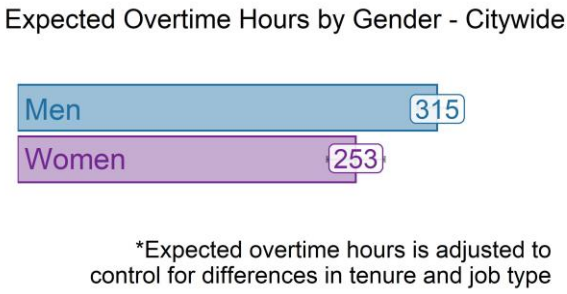


Figure 10: *Expected Overtime Hours by Gender - Citywide*

Below are the job types with significant differences in yearly overtime utilization between men and women (controlling for specific job, and if they have children).

Table 15: *Job Types with Significant Differences in Overtime Between Genders*

Job Type	Gender Ovtm Hours Diff (Yearly)	
Water System Tech	**280**	(95% CI: 48-513, p=0.018)
Fire Fighter	**263**	(95% CI: 30-497, p=0.027)
Police Officer	**74**	(95% CI: 34-113, p<0.001)
Proj Offcr and Eng Aide	**39**	(95% CI: 0-78, p=0.049)
Engineer - Civil	**36**	(95% CI: 15-56, p<0.001)

The differences in overtime are greatly influenced by the Fire Department in particular. The firefighter role makes up 8% of City employees, is 96% men, and uses approximately 6 times more overtime than all

other classified jobs in the City. During our 2019 study, we were able to speak at length with two Assistant Fire Chiefs to further understand the utilization of overtime within the department. Within the San Diego Fire Department, overtime for firefighters comes in three different forms: 1) Voluntary, 2) Mandatory, and 3) Wildland fire strike teams. All stations in the City must be constantly staffed, so the fewer the number of firefighters the City has, the more overtime is required to staff all the fire stations. Firefighters can volunteer for overtime and priority is given to firefighters with the least amount of volunteer overtime hours within a 90-day period. Any remaining scheduling vacancies are filled with mandatory overtime, which is assigned via a separate automated system, in which the firefighters who have had the most time since their last mandatory assignment will be assigned first, regardless of their voluntary overtime hours.

Across the San Diego Fire Department and departments in surrounding municipalities, there are always one or more engine companies on stand-by to become a wildland fire strike team. The engine company or companies on stand-by rotates throughout the year, and should a fire break out, these teams can be gone for up to two weeks (and possibly more) and are on-the-clock that entire duration. As a result, the strike teams will earn overtime pay for all hours beyond what they were originally scheduled (e.g., 24 hours/day x 14 days = 336 - 80 scheduled hours = 256 overtime hours). Since all stations in the City must be constantly staffed, the resulting vacancies from the strike team's absence must also be filled, resulting in more department-wide overtime.

Based on this understanding, we feel comfortable saying that the observed difference in overtime hours between male and female firefighters is most likely attributed to: 1) the wildland fire strike teams on-call when fires broke out were, by random chance, mostly (if not all) men and/or 2) women volunteering for less overtime.

Parenthood Effect on Overtime Utilization

The difference is starker when you compare employees with children to employees without children. After controlling for tenure and job, men without children work about 43 more hours of overtime per year compared to women without children ($p<0.001$). Men with children work about 86 more hours of overtime per year compared to women with children ($p=0.007$).

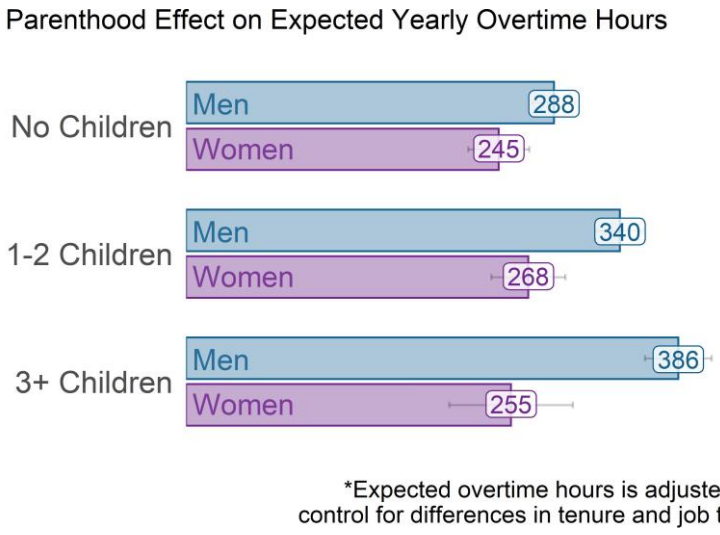


Figure 11: *Parenthood Effect on Expected Overtime Hours - by Gender*

Qualitative Themes and Potential Root Causes

In our 2019 study, two similar findings prompted a recommendation: men tend to work more overtime than women, and City firefighters shoulder a substantial overtime workload. To address this, we recommended that the Fire Department track overtime allocations by gender and race. This would help uncover disparities in voluntary overtime and provide insights into their causes.

Given the observed gender differences in overtime utilization may arise from personal choices, bias, or a combination of both, we also recommended a citywide evaluation of potential bias in overtime allocation, why women volunteer for less overtime, and if overtime affects promotions. To our knowledge, no action was taken by city personnel on these recommendations; however, we attempted to evaluate as much of this as possible during the current study.

On our survey, we asked all classified employees to rate the level of agreement/disagreement with the following statements:

1) I take more overtime to support my family.
2) Overtime is fairly allocated in my department.
3) People can exploit the current system for allocating overtime (Firefighters Only)
4) Taking more overtime helps you get promoted.
5) I get the type of overtime I prefer (Police Officers Only)

Below are the responses to these survey questions. This graph compares the differences in attitudes between men and women. We also asked classified employees if they wanted more, less, or about the same amount of overtime. Additionally, our survey featured specific overtime related questions for police officers and firefighters. Based on our focus groups and survey questions, we have identified four themes that speak to imbalances in overtime.

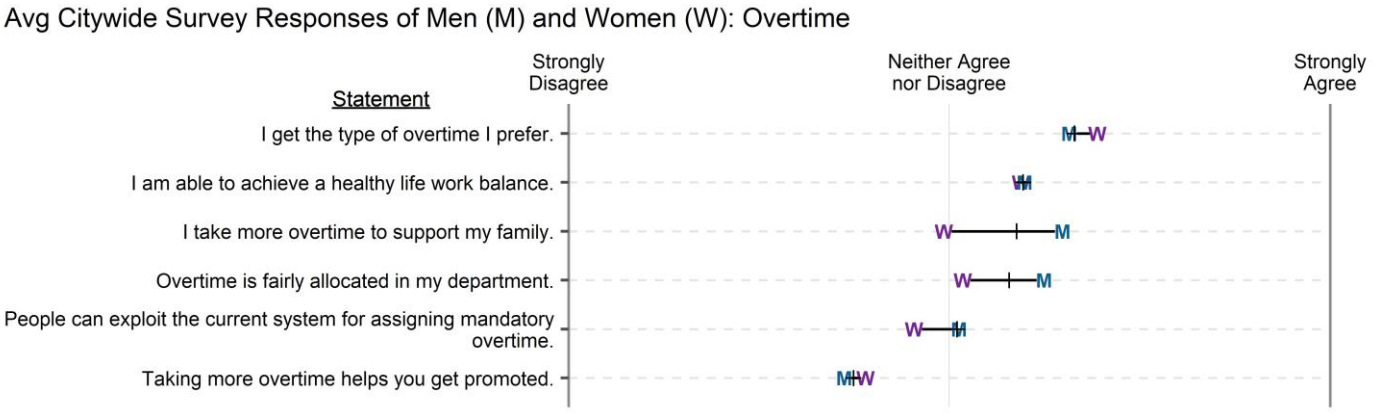


Figure 12: *Avg Citywide Survey Responses of Men (M) and Women (W): Overtime Related Questions*

Theme 1 - Men are more likely to desire less overtime.

To measure employees' preferences for overtime, we asked them to respond to the survey statement below.

> *Survey Statement: I would like to take _____ ("less", "about the same amount of", "more") overtime. (Not asked of unclassified employees.)*

Overall, male employees express less desire for overtime than female employees. We also find differences in overtime preferences between men and women and between parents and nonparents among specific job types.

- 20% of surveyed classified employees desired less overtime. 44% desired more overtime.
- Men were 2.1 times more likely than women to desire less overtime.
- Mothers were 1.8 times more likely than fathers to desire more overtime.

Within each of these job types we looked at differences in overtime desire between men and women, and parents and nonparents. The following were statistically significant:

- Men in the Administrative Support role were 2.9 times more likely than women in the Administrative Support role to desire less overtime.
- Police Officers who are parents were 1.5 times more likely than Police Officers who are not parents to desire less overtime.

Fire Fighters

- 47% of fire fighters surveyed desired less overtime. This was the second highest of any job type with at least 20 responses, behind only police dispatchers (54%).
- 28% of fire fighters surveyed desired more overtime.

Theme 2 - Men in physically demanding professions believe they need to work more overtime to support their family than women in these same professions.

Many of our focus groups discussed overtime but this was a particular focus in our sessions with firefighters. The data shows that San Diego firefighters are paid less than other fire departments. To afford to live in the areas they serve, firefighters must rely on overtime to support themselves and their families. The need to work overtime is taxing for the department but also puts a strain on families that are already dealing with an unorthodox work schedule[18]:

> If we work our schedule, we can be gone anywhere from 10 to 11 days out of the month and that's just as it's painted on a calendar. But often times, we're working much more than that. Whether it's mandatory or we're being sequestered or forced to work under threat of discipline, which is an added stress…So trying to find the balance between home life and work life is... it's a challenge. (White Male Firefighter)

> I've heard, I've seen kids breaking their piggy bank to try to pool their money. Like, "Dad, can you please not work an overtime shift this weekend. We want to hang out with you." (White Male Firefighter)

Building on these themes, our survey asked several questions regarding various aspects of overtime, some particular to a specific profession. One statement in our survey explicitly linked overtime with family support.

> *Survey Statement: I take more overtime to support my family.*

Approximately 56% of men agreed they need to work overtime to support their family compared with 33% of women. Women are 2.6 times less likely ($p<0.001$) to believe they need to work overtime for family financial support than men. Male firefighters agree to this statement in the strongest possible terms. Over 85% of male firefighters strongly agree with this statement. Those in the firefighter and fire prevention job types, which are predominantly men, are 14.4 times more likely ($p<0.001$) to say they need to work overtime to support their family than all other employees.

Two other groups of employees also generally agree with this statement. Members of the skilled trade professions are 2.2 times more likely ($p<0.001$) to agree they need to work overtime for family support compared with all other employees. Additionally, Lifeguards are 4 times more likely ($p<0.001$) to agree to this statement than all other city employees.

To better understand some of the financial pressures facing male employees, we compare the mean number of children for both female and male employees by job type using health insurance data. These data are only collected among those who participate in the City's health insurance program. The difference in the number of children between men and women is particularly striking among firefighters and police

[18] All quotes from the focus groups were subjected to minimal edits for clarity without altering the original intent or meaning.

officers. Male firefighters have a mean of 1.24 children while female fire fighters have a mean of 0.19 children. Male police officers have a mean of 1.51 children while female police officers have a mean of 0.54 children. This suggests that the number of dependents may be a key factor in the decision to work overtime.

Theme 3 - Women are less supportive of the system of allocating overtime than men. They are also less likely to achieve a healthy work-life balance when underrepresented in department leadership.

Several of our survey statements asked employees about their opinion on the fairness of overtime allocation. We directly asked this question in the statement below.

Survey Statement: Overtime is fairly allocated in my department.

Overall, classified female employees do not agree with the statement that the system for allocating overtime is fair. Only 31% of women agreed with this statement compared with 41% among men. Our analysis suggests that women are 2 times less likely ($p<0.001$) to support the system for allocating overtime than classified men.

The classified job types in which female employees feel this attitude more intensely include park ranger, lifeguard, development project manager, project officer, engineering aid, planner, administrative aide, and risk management claims.

Working overtime also potentially impacts one's work life balance. Our survey asked employees about their ability to strike a healthy work life balance in their current position.

Survey Statement: I am able to achieve a healthy work life balance.

We find that female employees in departments in which they are underrepresented among top earners are 3.5 times less likely ($p<0.001$) to say they are able to achieve a healthy work life balance than male employees in more represented departments. This finding suggests that women in these departments may be less inclined in take overtime relative to men because of these potential work life challenges.

Theme 4 - Parent firefighters are more likely than nonparent firefighters to believe mandatory overtime can be exploited.

Survey Question: People can exploit the current system for assigning mandatory overtime.

Given the extensive amount of overtime firefighters work, our survey specifically asked these employees if they believe the current system for assigning mandatory overtime (compared to volunteer overtime) could be exploited.

Our analysis suggests that firefighters who are parents are 1.8 times more likely ($p=0.020$) to agree that the system for assigning mandatory overtime can be exploited than firefighters who are not parents. This finding suggests that parents feel more pressures complying with mandatory overtime than nonparents within the Fire Department.

We also analyzed the differences between men and women, the differences between races, and the differences between breadwinners. We did not find any major differences between these groups on this question.

Recommendations

1. Review practices and compile recommendations to address vacancies, decrease the amount of overtime, and increase retention rates.

Pay Gap Cause #4 - The Remaining Unexplained Portion of Gender Pay Gap

The unexplained portion of the pay gap is what remains after accounting for differences in the categories above and demographics like age, education, and tenure. The unexplained portion may include things like discrimination or implicit bias, but it may also include unmeasured effects like differences in job aptitude or productivity.

Our 2019 study found that unmeasured factors accounted for 12% of the gender pay gap. After incorporating the education data for nearly 5000 employees collected for this study, the unexplained portion of the gender pay gap largely remained the same.

Table 16: *Unexplained Portion of Gender Pay Gap (2022 and 2019)*

		Unexplained Percent of Pay Gap	
Group 1	Group 2	2022	2019
Men	Women	11%	12%

Quantitative Findings

Career advancement disparities between men and women.

Disparities in career growth between men and women might explain some of the unexplained portions of the wage gaps. To investigate this, we tracked employees starting in the same roles between 2010 and 2022. By analyzing annual role changes, advancement disparities between demographic groups were revealed; however, the method admittedly can overlook factors like nonlinear career paths, varying promotion cycles, hiring freezes, and performance factors.

The provided summaries below aim to simplify complex statistical differences; however, they do not cover all contextual details. For a complete understanding, please consult the appendix containing the detailed methodology and findings.

We noted a few differences in career advancement between men and women:

Gender disparity favoring women:

- Female engineers demonstrated a faster progression rate, with a higher proportion of women advancing two levels from Junior Engineer within five years.
- Female administrative aides were more likely to be promoted to Assistant Management Analyst roles within four years.
- Men starting in the Police Officer 2 role were nearly two times more likely than women to remain in the same position after five years.

Gender disparity favoring men:

- Women were considerably less likely to attain Fire Fighter 1 rank after the academy and were less likely to remain at the City after two years.
- The attrition rate within one year for women starting as Pool Manager 1 is notably higher than men. Additionally, zero women starting as Pool Guard 1 advanced to Pool Manager 1 within four years, compared to eight men who made that jump (41% of Pool Guard 1s were women).
- Three years after starting, all women remain as Equip Tech 1, compared to less than half the men. The rest of the men either left the City or moved to higher-paying roles.

Other Gender Disparities:

- In policing, women were nearly three times more likely to transition into non-officer roles after the academy. Women who made it through the academy were nearly four times more likely than men to end up as detectives.

Qualitative Themes and Potential Root Causes

In our focus groups and surveys, we assessed several potential root causes for these pay gaps that were not explored in our first study. Regarding the gender gap, two broad themes were consistently raised—the promotion process and gender discrimination. Below are the survey questions that measure attitudes on these two topics. This graph compares the differences in attitudes between men and women. These themes are discussed in detail below.

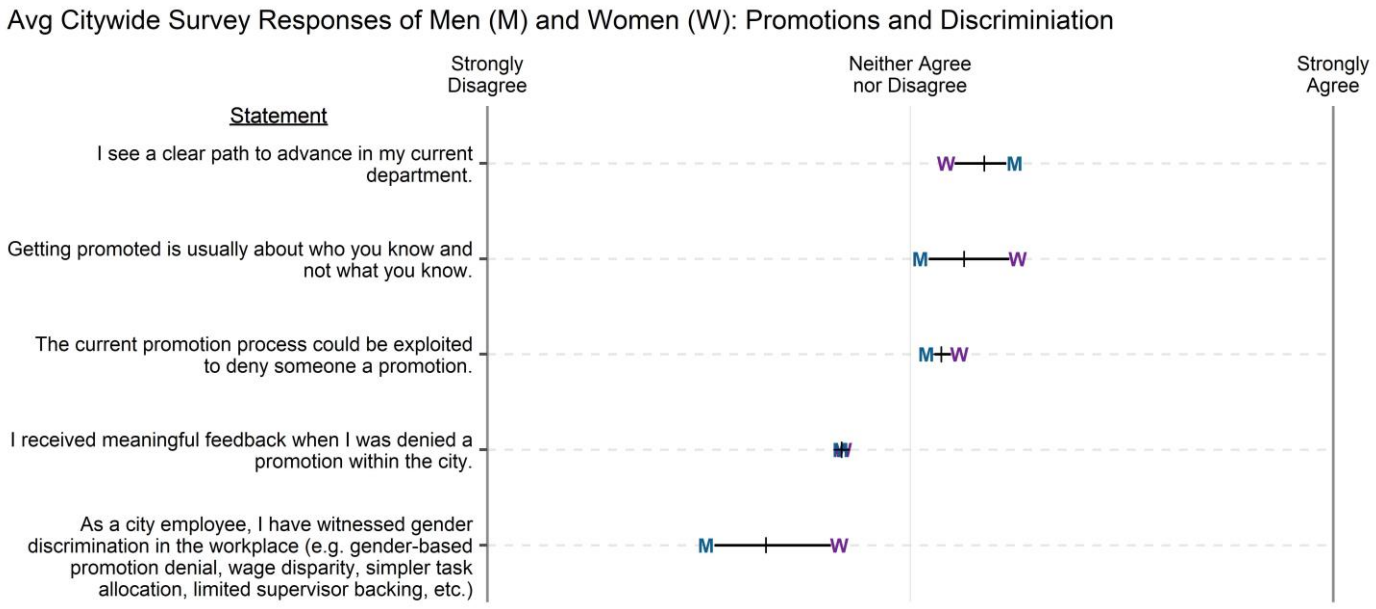


Figure 13: *Avg Citywide Survey Responses of Men (M) and Women (W): All Questions'*

Theme 1 - Women perceive the promotion and hiring process as too subjective and biased.

Focus group participants across departments and job types expressed skepticism about the fairness of the hiring and promotion process. One common thread was that connections are valued more than an employee's or applicant's qualifications.

Participants were also critical of certain aspects of these processes, which, they believed, may lead to hiring people with less experience than other candidates. Employees questioned the diversity of selection panels, the power of appointing authorities, and feedback given to candidates. It appears, to some, that these can be manipulated or lead to undesirable consequences:

> So, you can really cherry pick who you want and go through the motions of the process. But really, you have already pre-selected someone behind the scenes because there's nothing stopping that. (White female unclassified employee)

These concerns about the promotion process were largely corroborated in our survey results, particularly among female employees. We developed several survey statements on promotions based on comments from our focus groups. We first asked respondents if they agreed or disagreed that personal connections were more important than qualifications in promotions.

> *Survey Statement: Getting promoted is usually about who you know and not what you know.*

We find a notable difference in attitudes between female and male employees—58% of women agree on this statement versus 45% of men. Further analysis shows women are 1.7 times more likely ($p<0.001$) to agree that connections outweigh qualifications compared to men.

To assess whether employees see the possibility of a promotion and career advancement, we asked them if they see a clear path to advance in their department.

Survey Statement: I see a clear path to advance in my current department.

Our results show that female employees are 1.5 times less likely ($p<0.001$) to see this path for advancement than male employees. These attitudes among women may be influenced by their underlying skepticism of the promotion process, which in turn may also diminish their aspirations for career advancement.

Theme 2 - Women report witnessing gender discrimination in certain professions.

Our qualitative analysis also addressed issues of discrimination. One question we asked employees regarded whether they witnessed forms of gender discrimination in the workplace.

Survey Statement: While I've been a city employee, I have witnessed gender discrimination in the workplace (e.g., failure to promote, earning lower wages, being given less demanding assignments, receiving less support from supervisors based on one's gender, etc.).

Approximately 33% of female employees reported witnessing gender discrimination while only 16% of male employees reported witnessing this type of discrimination. Our analysis suggests that women are 2.5 times more likely ($p<0.001$) to see gender discrimination in the workplace compared to men. Additionally, we find that Black employees are 1.9 times more likely ($p<0.001$) to witness gender discrimination than White employees.

One of the largest disparities on this question is between firefighters and other job types. Our analysis shows that women fire fighters are 11.6 times more likely ($p<0.001$) to observe gender discrimination in their workplace compared with women in all other jobs.

To understand these attitudes by department, we examine the difference in means between men and women on this question across departments. We find that this perception of gender discrimination among women is pervasive. Female employees reported witnessing gender discrimination more than male employees in every department except one (Library).

We do find some agreement between men and women on the types of jobs that experience gender discrimination. Out of 75 job types, men and women in 12 job types seem to agree that they have witnessed gender discrimination the most, including collections, fire prevention, fire fighter, transportation public works, and water system tech.

Recommendations

1. Engage with employees who've sought promotions for extended periods without success. Provide resources, explain delays, highlight alternative paths, and foster supervisor-employee understanding.

2. Explore options for using randomized experiments to definitively test for the presence of racial, ethnic, or gender discrimination in recruitment, internal hiring, and promotions.

3. Begin tracking diversity in promotion panels and instances of overridden recommendations.

4. Explore options for implicit bias training for all appointing authorities.

5. Explore the costs and benefits of utilizing an independent third party for the promotion process.

6. Assess employee data collection practices in City Departments like Human Resources and Personnel to establish inclusive methods for optional self-identification, covering: race, ethnicity, gender identity, pronouns, orientation, disability, education, and military or veteran status.

Pay Gap Cause #5 - Different Demographics of Men and Women

Lastly, part of the gender pay gap is due to demographic differences between men and women. Our statistical models utilized four variables that we are calling 'demographics': age at first child[19], tenure[20], percent of the year spent on long-term disability[21], and age[22].

- Age at first child - Citywide, people who have children at younger ages or have no children at all have lower average pay; women who work at the City were more likely than men to be in both of these categories.

Table 17: *Age at First Child Differences in Gender Proportions*

	Average Pay		
Age at First Child	Regular	Total	
No Children	$87,524	$97,287	Women were 1.34 times more likely not to have children than men (p<0.001)
Under 22	$83,984	$99,018	Women were 1.47 times more likely to have their first child before age 22 than men (p<0.001)
23-28	$90,387	$108,132	Men were 1.24 times more likely to have their first child at 23-28 years old than women (p=0.002)
29-35	$102,182	$119,136	Men were 1.35 times more likely to have their first child at 29-35 years old than women (p<0.001)
Over 35	$103,787	$119,116	Men were 1.43 times more likely to have their first child at Over 35 years old than women (p<0.001)

- Tenure - There was no statistically significant difference in average tenure between men and women (p=0.984). On average, both genders have just over 13 years of tenure.
- Long-Term Disability (LTD) - Citywide, women were 4.35 times more likely to take long-term disability than men (p<0.001). This is to be expected since most women will utilize LTD while pregnant and/or after giving birth. However, women were still 3.39 times more likely to take Over 3 months of LTD than men (p<0.001). While employees are on LTD, they don't normally receive their full regular pay and are unable to take advantage of overtime opportunities, so their pay is less. Since women utilize LTD at higher rates than men, this increases the citywide pay gap.
- Age - We find that men are more likely to be in age groups (35-39, 40-49) that attain higher pay.

Table 18: *Age Groups With Significant Differences in Gender Proportions*

	Average Pay		
Age	Regular	Total	
Under 30	$67,899	$78,025	Insignificant difference between proportions of men and women (p=0.434)
30-34	$83,281	$96,252	Insignificant difference between proportions of men and women (p=0.210)
35-39	**$89,846**	**$103,675**	**Men were 1.18 times more likely to be 35-39 years old than women (p=0.038)**

[19] For modeling purpose an employee's age when they had their first child was put into one of six groups: No Children, Under 22, 23-28, 29-35, and Over 35.

[20] Determined based on the employee's hire date.

[21] For modeling purposes, the percent of the year spent on long-term disability (LTD) was put into one of three groups: No LTD, 0-3 Months, over 3 Months.

[22] Age is approximate to within a 3-year window. This is because the authors were provided three-year age groups as part of the City's efforts to de-identify the research data set. For modeling purpose an employee's age was put into one of six groups: Under 30, 30-34, 35-39, 40-49, 50-59, and Over 60.

	Average Pay		
Age	Regular	Total	
40-49	**$96,389**	**$111,852**	**Men were 1.21 times more likely to be 40-49 years old than women (p<0.001)**
50-59	$98,577	$111,213	Insignificant difference between proportions of men and women (p=0.053)
Over 60	**$88,423**	**$96,266**	**Women were 1.41 times more likely to be Over 60 years old than men (p<0.001)**

Education

In our 2019 study, we recommended that HR try to systematically collect data on education and performance. Legally, the City cannot ask for employees' education levels, so HR provided a self-selection option in each employee's profile. Between this data and our survey, we were able to collect level of education data on nearly 5000 employees.

After incorporating this data into our models, the data shows that the overall gender pay gap would be 6% larger if men and women had similar levels of education. This is because the average male employee was less educated than the average female employee citywide.

Table 19: *Education - By Gender*

	What is your highest level of education?			
Gender	High School	Some College/Associates	Completed Bachelor's	Graduate degree
Male	156/2791 (6%)	983/2791 (35%)	1140/2791 (41%)	500/2791 (18%)
Female	73/1903 (4%)	531/1903 (28%)	781/1903 (41%)	513/1903 (27%)

- Citywide, women were 1.7 times more likely than men to have a graduate degree.
- Citywide, men were less likely to have completed a bachelor's degree. Specifically, men were 1.5 times more likely to have a high school education and 1.4 times more likely to have a completed some college or an associate degree.
- We looked for statistically significant differences in education levels between men and women within specific job types and found that women police officers were typically more educated than their male counterparts and men in administrative support roles were more educated than their female counterparts.

The Racial and Ethnic Pay Gap

An analysis of the City's municipal workforce reveals the following racial and ethnic breakdown: White (42.7%), Hispanic or Latino (31.4%), Black or African American (10.6%), Asian (8.4%), Filipino (3.4%), Other/Two or more races (2.6%), American Indian or Alaska Native (0.5%), Native Hawaiian or Other Pacific Islander (0.5%)[23]. This demographic distribution serves as the starting point for understanding pay disparities, but a deeper examination is needed to uncover the contributing factors. For our overarching analysis, we classified employees as either White or non-White to analyze the racial and ethnic pay gap at a macro level. With this broad categorization, we were able to explore the most significant sources of the pay gap between White employees and employees of color. Further, to provide a more nuanced understanding of these disparities, we also conducted specific analyses comparing the pay gaps between White and Latino employees, White and AAPI (Asian American and Pacific Islander) employees, and White and Black employees.

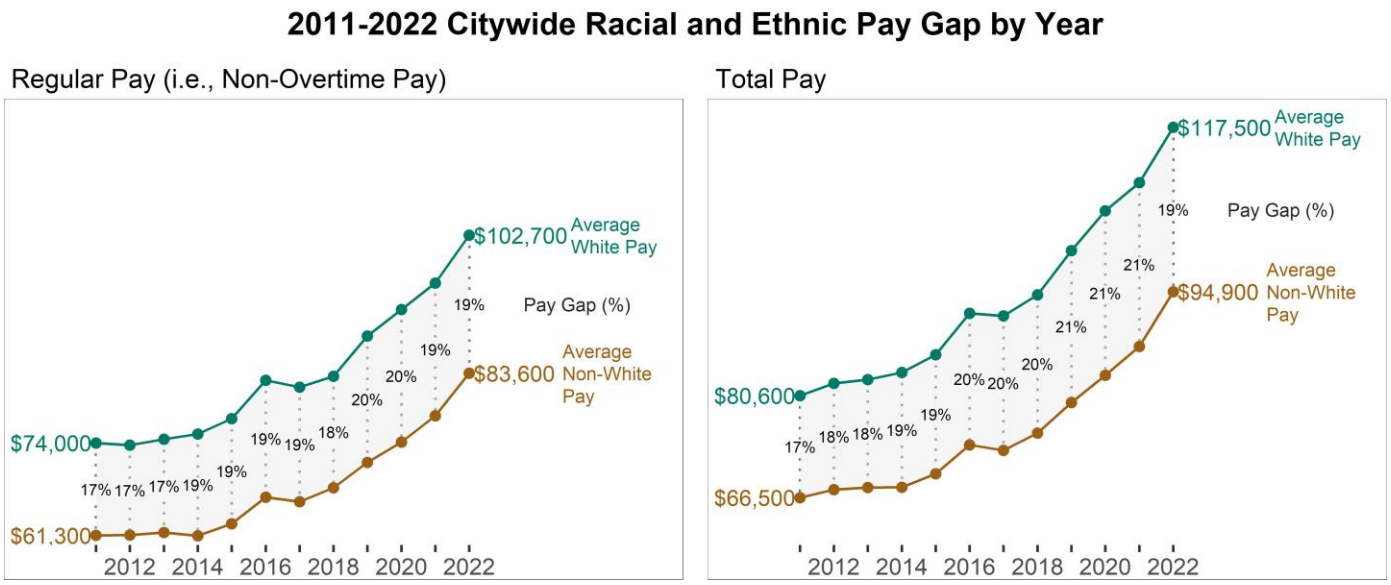


Figure 14: *2011-2022 Citywide Racial and Ethnic Pay Gap by Year*

We broke the source of the pay gap into five categories to isolate the most impactful differences that drive the pay gap between White employees and employees of color. Figure **15** shows the magnitude of impact for each category for the overall racial and ethnic pay gap (i.e., White versus non-White). Occupational sorting has a similar impact on the racial and ethnic pay gap as the gender pay gap; however, the effect of overtime is noticeably different. As discussed in later sections, employees of color utilize overtime at higher rates than white employees, mitigating some of the pay disparity between the groups. To illustrate, consider two employees in the same job: one White, and one of color. All measurable things equal, the employee of color is more likely to work more overtime than the White employee. However, due to occupational sorting of *more* White employees in jobs that use a lot of overtime (e.g., Police Officer and Fire Fighter), the total amount of overtime dollars in the City still disproportionately goes to White employees. That is why the total pay gaps are generally larger than the non-overtime pay gaps.

[23] These were the racial and ethnic groupings and labels in the data provided to us by the City's Personnel department. This created some minor constraints on our analysis, see appendix for details.

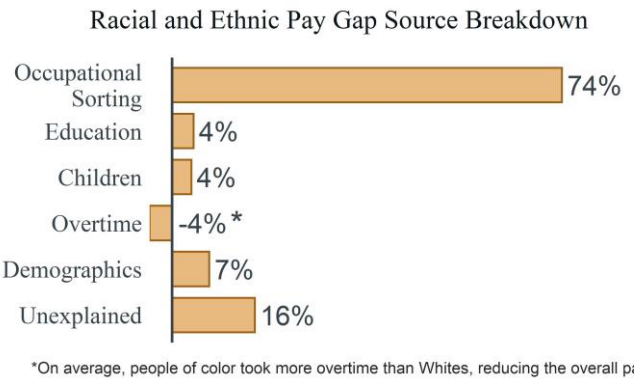


Figure 15: *2022 Citywide Racial and Ethnic Total Pay Gap Source Estimates*

The following sections examine the racial and ethnic pay gaps among City employees based on three distinct comparisons: White-Latino, White-AAPI, and White-Black.

The White-Latino Pay Gap

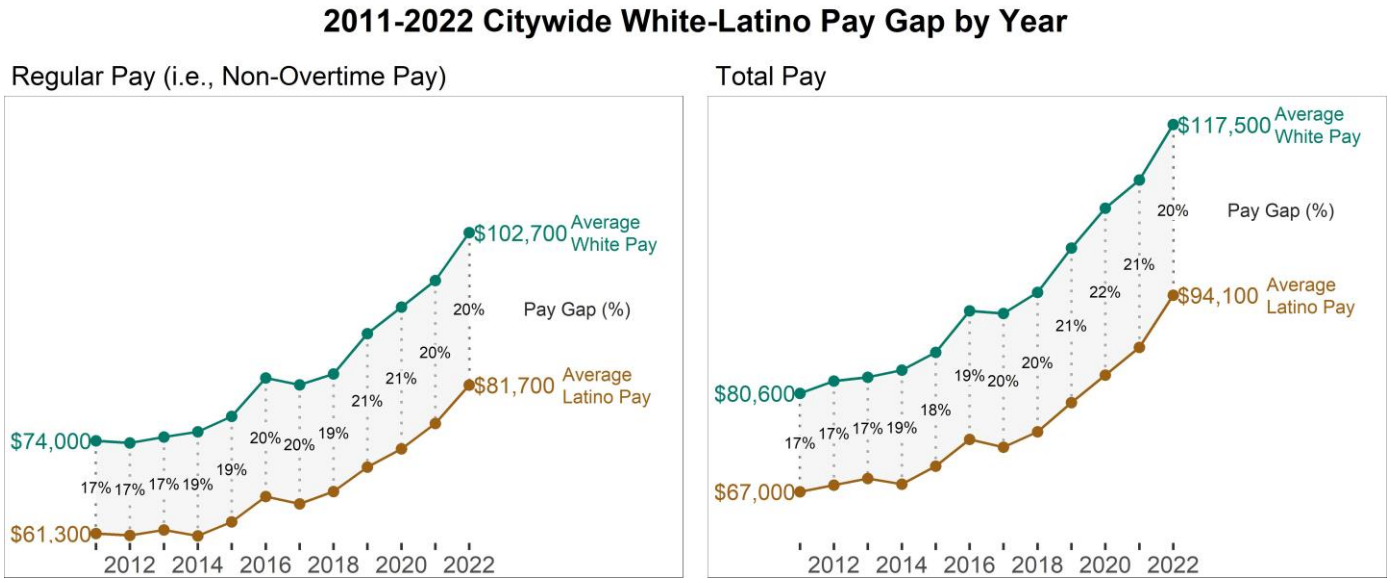


Figure 16: *2011-2022 Citywide White-Latino Pay Gap by Year*

Latinos, who make up 31% of the City's workforce and 34% of the San Diego County population, face a widening pay gap when compared to White employees. The disparity in both regular and total pay has increased since 2011 (Figure **16**). Our analysis indicates that occupational sorting explains 67% of the pay gap (Figure **17**), with Latinos notably underrepresented in higher paying roles like Director, Program Manager, City Attorney and Firefighter, and overrepresented in lower-paying positions like Parks Grounds Maintenance and Transportation Department Labor (Figure **18**). An unexplained portion of 19% (Figure **17**) raises the concern of potential bias or discrimination. On a different note, the pay gap is somewhat mitigated by Latino employees' tendency to work more overtime than their White counterparts.

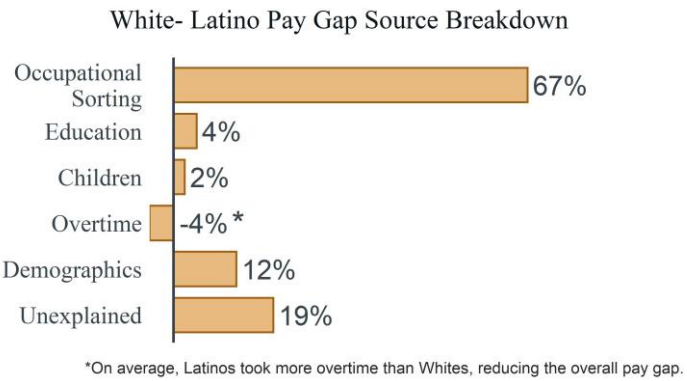


Figure 17: *2022 Citywide White-Latino Total Pay Gap Source Estimates*

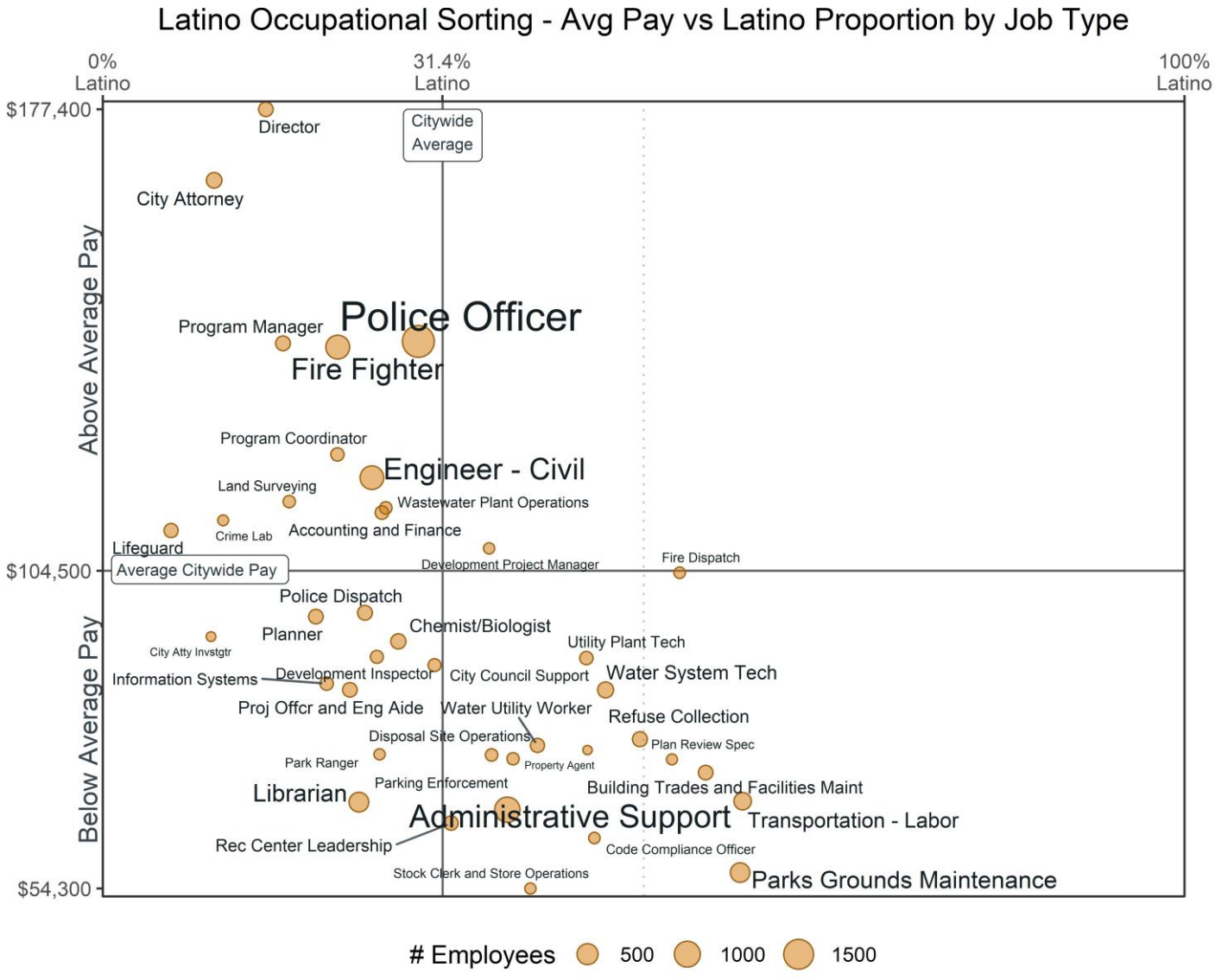


Figure 18: *Pay vs Proportion of Latino Employees by Job Type*

The White-AAPI Pay Gap

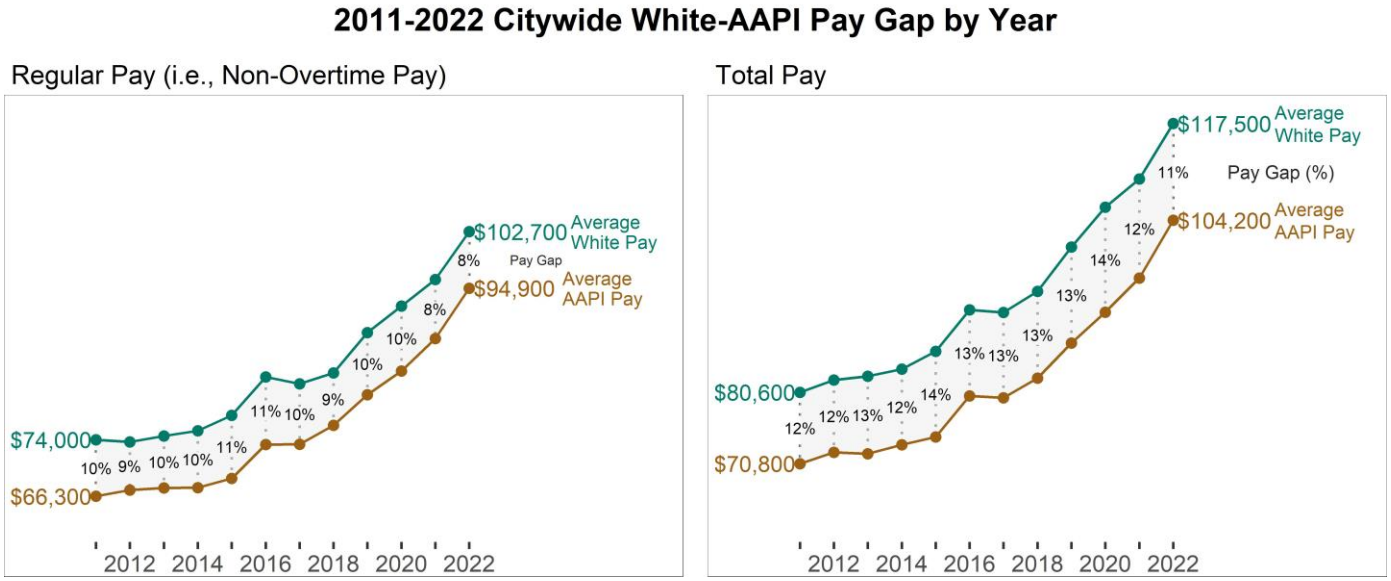


Figure 19: *2011-2022 Citywide White-AAPI Pay Gap by Year*

Asian American and Pacific Islander (AAPI) employees[24], comprising 12% of the City workforce and 11% of the San Diego County population, see a unique pay landscape compared to other non-White groups. Since 2011, the AAPI-White regular and total pay gaps have slightly narrowed (Figure **19**).

Nearly 90% of this pay gap in 2022 can be attributed to occupational sorting (Figure **20**), with AAPI employees often found in lower-paying positions like Administrative Support and Librarian, while being underrepresented in higher-paying roles like Police Officer and Firefighter (Figure **21**).

The influence of parenthood accounts for 10% of the AAPI-White pay gap. Contrarily, factors like overtime, demographics, and an unexplained portion of the pay gap have the effect of reducing the AAPI-White pay gap (Figure **20**). For example, on average, White employees take less overtime than AAPI employees, thus reducing the pay gap. These unique findings further underscore the importance of looking at pay equity through the lens of individual racial and ethnic groups, such as Latino, Black/AA, and AAPI, compared to their White counterparts.

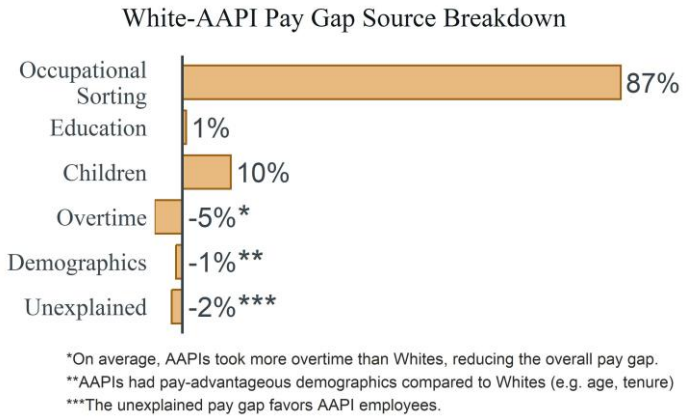


Figure 20: *2022 Citywide White-AAPI Total Pay Gap Source Estimates*

[24] Includes the following categories used by the City's Personnel department: Asian, Filipino, and Native Hawaiian or Other Pacific Islander

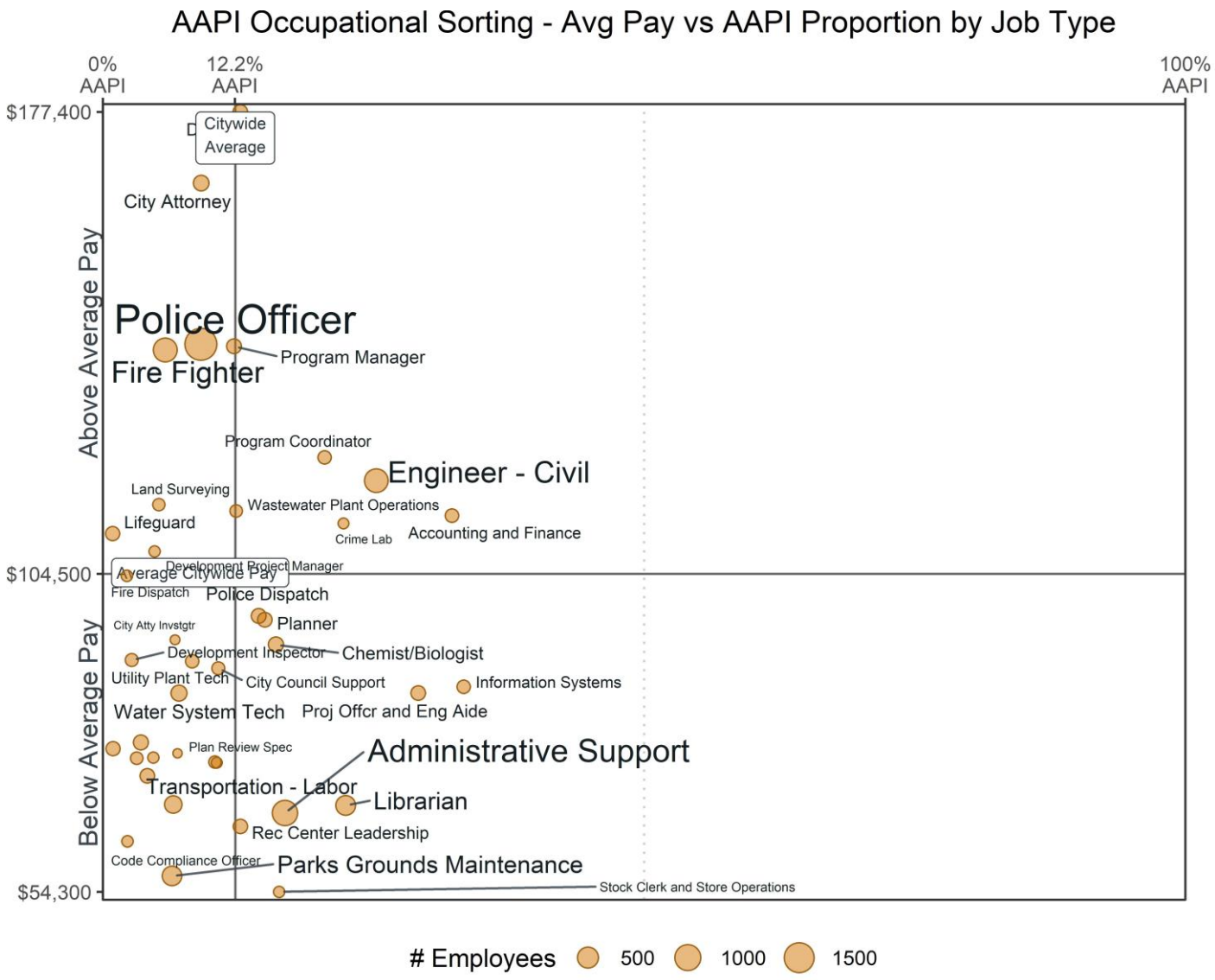


Figure 21: *Pay vs Proportion of AAPI Employees by Job Type*

The White-Black Pay Gap

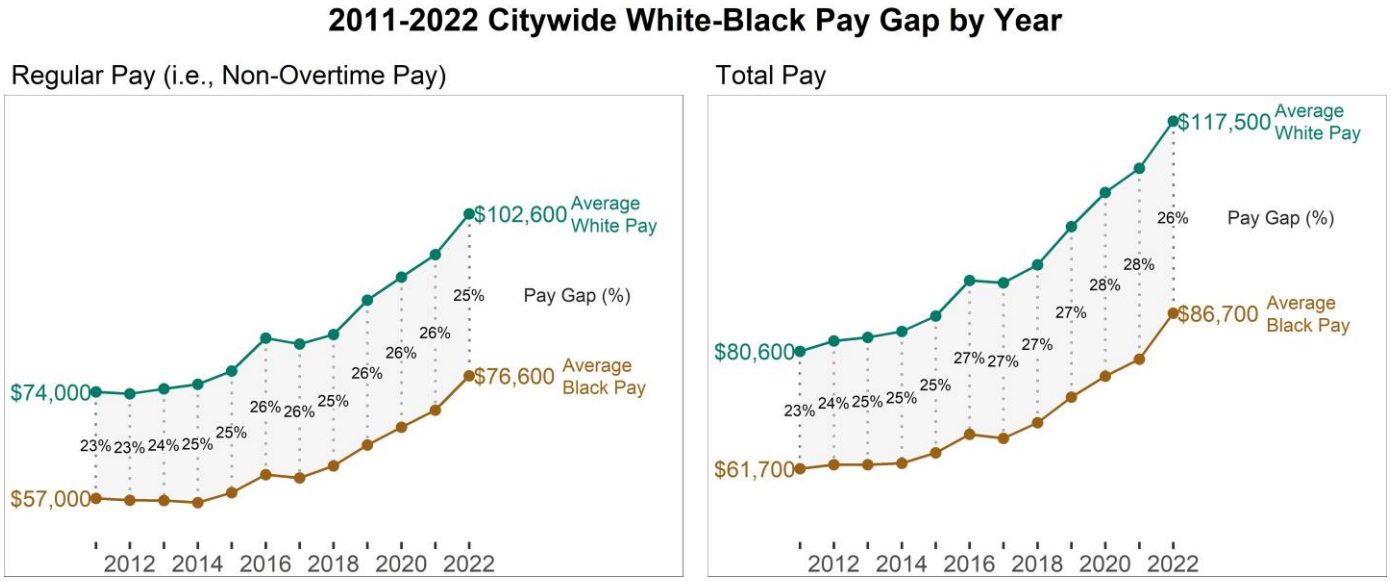


Figure 22: *2011-2022 Citywide White-Black Pay Gap by Year*

Black employees account for 11% of the City employees and 5% of the San Diego County population. These employees have seen both regular and total pay gaps widen since 2011 compared to White employees (Figure **22**).

73% of this pay disparity is attributable to occupational sorting (Figure **23**), with Black employees over-represented in lower-paying labor-related jobs like Wastewater Plant Operations, Water Utility Worker, and Refuse Collection, as visualized in the scatterplot (Figure **22**).

Despite our comprehensive analysis, 31% of the Black-White pay gap remains unexplained (Figure **23**). This unexplained portion is larger than any other group's, suggesting the potential for discrimination or implicit bias affecting pay is highest among Black employees. We explore this topic further in later sections.

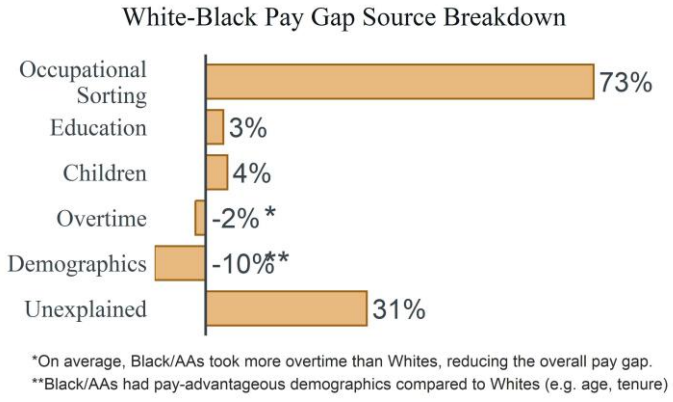


Figure 23: *2022 Citywide White-Black Total Pay Gap Source Estimates*

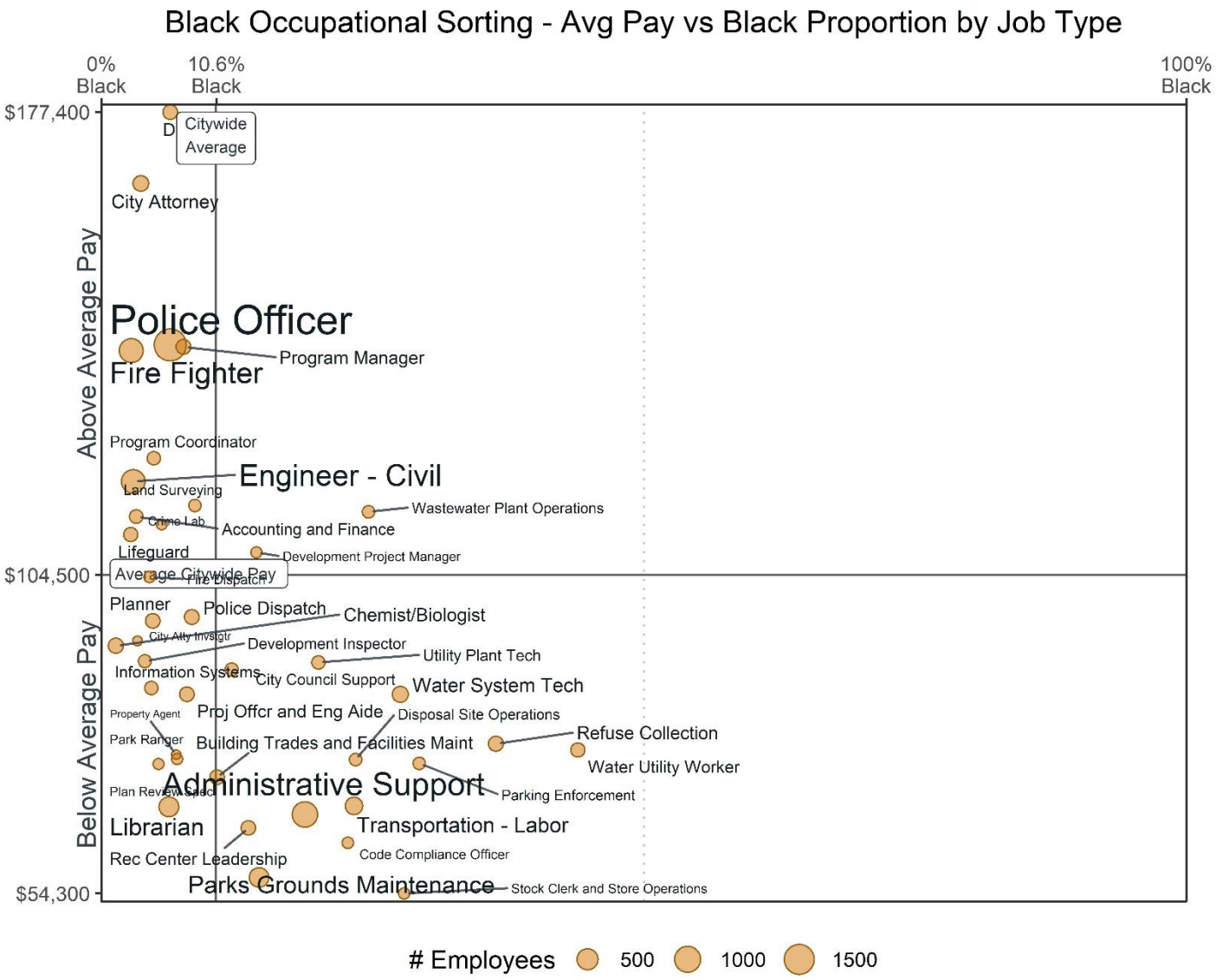


Figure 24: *Pay vs Proportion of Black Employees by Job Type*

Pay Gap Cause #1 - Occupational Sorting

Occupational sorting refers to differences between career paths for people of color and Whites most often based on personal choice, societal forces, differing barriers to entry, or a combination of these. There are three elements of occupational sorting that significantly increase the impact a given job type has on the overall pay gap.

1. Ethnic-and-racial imbalance: job types that had a high proportion of one racial and ethnic group.
2. Average total pay: total pay significantly different from the City's average.
3. Proportion of City's workforce: Number of employees in the job type as a proportion of all City employees.

Figure **25** visualizes the overall racial and ethnic occupational sorting. Roles with many employees (larger circles) near the bottom-left and top-right corners have the largest effect on increasing the citywide pay gap. Roles in the top-right quadrant are high paying and have disproportionately high numbers of White employees. Roles in the bottom-left quadrant are low paying and have disproportionately high numbers of people of color.

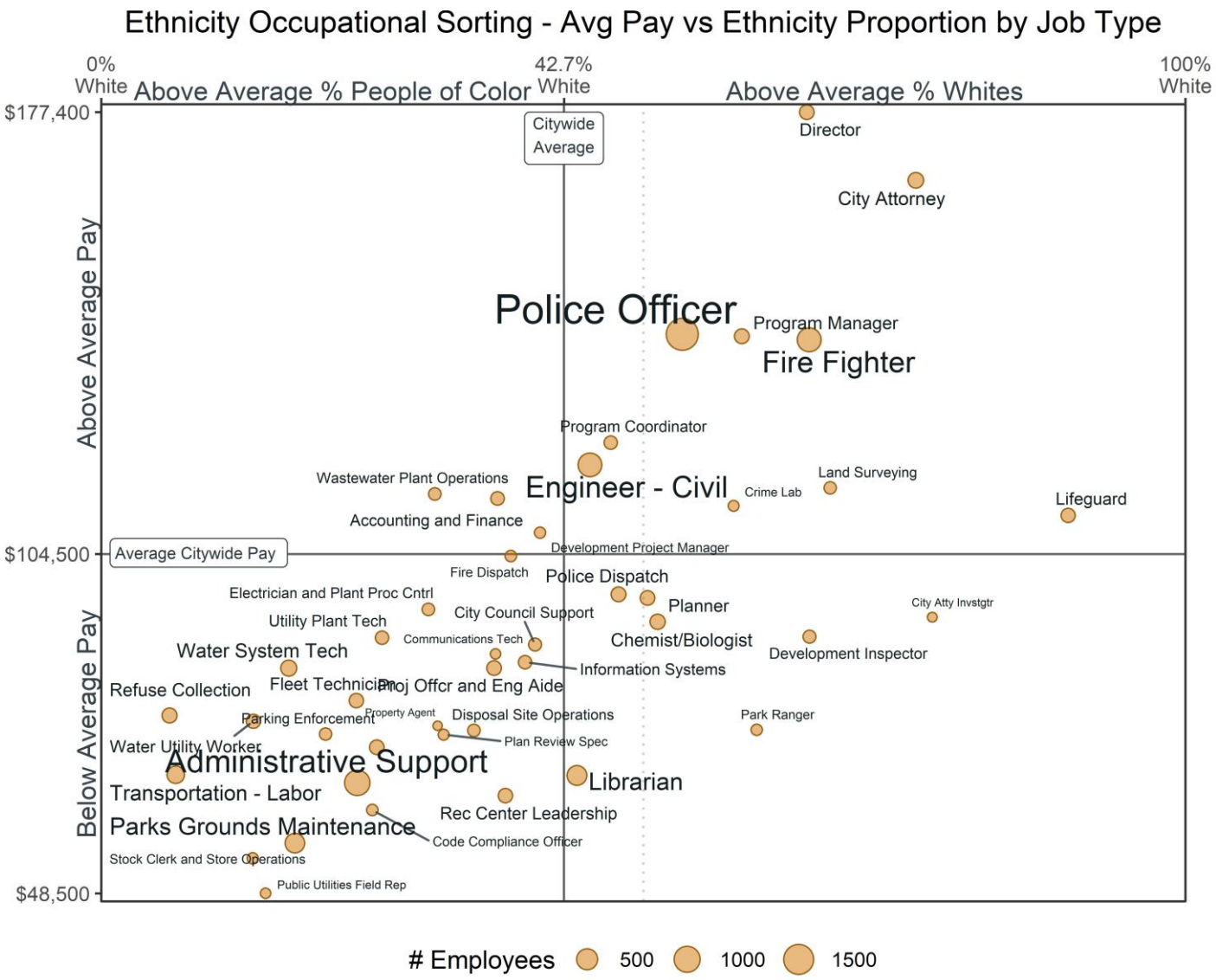


Figure 25: *Pay vs Racial and Ethnic Proportions by Job Type*

Job Types with Significant Impact on Occupational Sorting

Police Officers

In 2022, there were 1814 standard-hour police officers: 972 (53.6%) were White and 842 (46.4%) were people of color. The occupational sorting of mostly Whites into the police officer role had a strong effect on increasing the pay gap because the role pays $36,203 above the citywide average (total pay). We estimate that if the ratio of Whites to people of color among City police officers equaled the citywide average, the total pay gap would have decreased by 18.7% ($4,223).

The extent of police officers' contribution to the citywide pay gap was partly due to the role's reliance on overtime. The average City police officer had approximately 292 overtime hours in 2022. We estimate that if the police force had somehow eliminated overtime (while maintaining its ratio of Whites to people of color) the citywide total pay gap would have decreased by 5.2% ($1,181).

Table 20: *Police Officer Role vs Citywide (2022)*

			Average Pay		
	Employees	% People of Color	Regular	Overtime	Total
Police Officer	1814	46.4%	$119,400	$21,350	$140,751
Citywide	9240	57.3%	$91,764	$12,784	$104,548
	19.6%	-10.9%	+$27,636	+$8,566	+$36,203

Table 21: *Jobs in Study's 'Police Officer' Role (2022)*

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Police Officer 2	905	44.9%	$116,272	$24,688	$140,960
Police Officer 1	263	61.2%	$81,177	$14,996	$96,173
Police Sergeant	263	33.1%	$150,381	$30,250	$180,631
Police Detective	211	40.3%	$125,831	$19,328	$145,159
Police Recruit	78	78.2%	$66,842	$1,748	$68,590
Police Lieutenant	57	43.9%	$189,348	$119	$189,467
Police Captain	21	42.9%	$232,167	$0	$232,167
Police Officer 3	9	44.4%	$126,612	$29,498	$156,111
Asst Police Chief	6	66.7%	$266,344	$0	$266,344
Police Chief	1	0%	$296,684	$0	$296,684

Administrative Support

In 2022, there were 927 standard-hour employees in the Administrative Support role: 218 (23.5%) were White and 709 (76.5%) were people of color. The occupational sorting of mostly people of color into the Administrative Support role had a strong effect on increasing the pay gap because the role pays $37,765 below the citywide average (total pay). We estimate that if the Administrative Support role's pay *or* ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 9.9% ($2,242).

Table 22: *Administrative Support Role vs Citywide (2022)*

			Average Pay		
	Employees	% People of Color	Regular	Overtime	Total
Administrative Support	927	76.5%	$64,898	$1,885	$66,783
Citywide	9240	57.3%	$91,764	$12,784	$104,548
	10%	+19.2%	-$26,866	-$10,899	-$37,765

Table 23: *Top 10 Jobs in Study's 'Administrative Support' Role (2022)*

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Administrative Aide 2	103	70.9%	$64,645	$2,198	$66,842
Asoc Mgmt Anlyst	86	70.9%	$78,144	$1,475	$79,619
Clerical Asst 2	75	81.3%	$43,798	$670	$44,468
Administrative Aide 1	68	76.5%	$57,250	$781	$58,031
Sr Mgmt Anlyst	67	89.6%	$86,623	$1,595	$88,218
Public Info Clerk	51	80.4%	$51,237	$1,821	$53,058
Supv Mgmt Anlyst	44	56.8%	$95,671	$67	$95,738
Office Support Specialist	43	81.4%	$49,877	$2,707	$52,584
Payroll Spec 2	43	81.4%	$62,751	$1,061	$63,811
Account Clerk	34	85.3%	$49,344	$481	$49,825
Other (55 Jobs)	313	75.7%	$65,357	$2,907	$68,264

In the appendix is a detailed graph of Administrative Support career progression that shows the numerous roles included in this job type.

Fire Fighter

In 2022, there were 764 standard-hour firefighters: 499 (65.3%) were White and 265 (34.7%) were people of color. The occupational sorting of mostly Whites into the Fire Fighter role had a strong effect on increasing the pay gap because the role pays $35,279 above the citywide average (total pay). The role's non-overtime pay was $6,732 below the citywide average, so firefighter's above average pay was entirely due to their heavy overtime utilization.

The average City firefighter had approximately 1030 overtime hours in 2022. We estimate that if the City had somehow eliminated overtime for firefighters (while maintaining its ratio of Whites to people of color) the citywide total pay gap would have decreased by 15.1% ($3,410). Additionally, this same decrease in the citywide pay gap would be expected if the ratio of Whites to people of color among firefighters equaled the citywide average.

Table 24: *Fire Fighter Role vs Citywide (2022)*

			Average Pay		
	Employees	% People of Color	Regular	Overtime	Total
Fire Fighter	764	34.7%	$85,032	$54,795	$139,827
Citywide	9240	57.3%	$91,764	$12,784	$104,548
	8.3%	-22.6%	-$6,732	+$42,011	+$35,279

Table 25: *Jobs in Study's 'Fire Fighter' Role (2022)*

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Fire Fighter 2	246	38.2%	$70,517	$39,327	$109,843

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Fire Captain	197	31.5%	$96,777	$69,170	$165,947
Fire Engineer	185	30.8%	$82,003	$60,711	$142,714
Fire Fighter 3	73	41.1%	$81,680	$53,809	$135,489
Fire Battalion Chief	29	34.5%	$135,305	$86,064	$221,369
Fire Fighter 1	16	37.5%	$56,622	$12,133	$68,755
Deputy Fire Chief	8	62.5%	$171,775	$0	$171,775
Fire Captain-Mast	3	33.3%	$79,055	$148,107	$227,162
Fire Engineer-Mast	3	0%	$66,116	$89,294	$155,411
Asst Fire Chief	2	0%	$233,863	$0	$233,863
Fire Chief	1	0%	$279,061	$0	$279,061
Fire Recruit	1	0%	$32,945	$584	$33,529

Parks Grounds Maintenance

In 2022, there were 392 standard-hour employees in the Parks Grounds Maintenance role: 70 (17.9%) were White and 322 (82.1%) were people of color. The occupational sorting of mostly people of color into the Parks Grounds Maintenance role has a strong effect on increasing the pay gap because the role pays $47,724 below the citywide average (total pay). We estimate that if the Parks Grounds Maintenance role's pay *or* ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 7.5% ($1,695).

Table 26: *Parks Grounds Maintenance Role vs Citywide (2022)*

			Average Pay		
	Employees	% People of Color	Regular	Overtime	Total
Parks Grounds Maintenance	392	82.1%	$53,414	$3,410	$56,824
Citywide	9240	57.3%	$91,764	$12,784	$104,548
	4.2%	+24.8%	-$38,350	-$9,374	-$47,724

Table 27: *Top 10 Jobs in Study's 'Parks Grounds Maintenance' Role (2022)*

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Grounds Maint Wrkr 2	205	86.8%	$49,204	$2,620	$51,824
Grounds Maint Mgr	23	60.9%	$80,409	$2,463	$82,873
Grounds Maint Wrkr 1	21	90.5%	$39,061	$2,360	$41,421
Light Equipment Operator	18	83.3%	$51,023	$3,193	$54,216
Golf Course Greenskeeper	14	85.7%	$51,317	$3,565	$54,882
Grounds Maint Supv	11	72.7%	$63,558	$4,025	$67,583
Pesticide Applicator	11	45.5%	$61,664	$3,861	$65,526
Seven-Gang Mower Operator	11	81.8%	$56,715	$3,796	$60,511

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Equip Operator 1	9	100%	$59,446	$4,045	$63,491
Equip Operator 2	9	100%	$61,502	$6,771	$68,273
Other (19 Jobs)	60	73.3%	$57,583	$6,004	$63,587

Transportation - Labor

In 2022, there were 262 standard-hour employees in the Transportation - Labor role: 18 (6.9%) were White and 244 (93.1%) were people of color. The occupational sorting of mostly people of color into the Transportation - Labor role has a strong effect on increasing the pay gap because the role pays $36,450 below the citywide average (total pay). We estimate that if the Transportation - Labor role's pay *or* ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 4.6% ($1,036).

Table 28: *Transportation - Labor Role vs Citywide (2022)*

			Average Pay		
	Employees	% People of Color	Regular	Overtime	Total
Transportation - Labor	262	93.1%	$57,493	$10,605	$68,098
Citywide	9240	57.3%	$91,764	$12,784	$104,548
	2.8%	+35.8%	-$34,271	-$2,179	-$36,450

Table 29: *Top 10 Jobs in Study's 'Transportation - Labor' Role (2022)*

			Average Pay		
Job	Employees	% People of Color	Regular	Overtime	Total
Utility Worker 2	60	98.3%	$50,406	$8,695	$59,100
Heavy Truck Drvr 2	38	86.8%	$54,536	$10,037	$64,574
Utility Worker 1	33	97%	$45,478	$4,504	$49,982
Public Works Supv	25	76%	$78,818	$16,377	$95,195
Cement Finisher	22	90.9%	$68,895	$13,107	$82,002
Laborer	19	100%	$38,850	$5,711	$44,561
Motor Sweeper Oper	15	100%	$65,608	$21,194	$86,803
Equip Operator 2	12	100%	$60,692	$9,237	$69,929
Heavy Truck Drvr 1	8	100%	$54,657	$4,748	$59,404
Equip Operator 1	7	100%	$55,821	$13,386	$69,207
Other (8 Jobs)	23	87%	$73,954	$15,654	$89,608

In the appendix is a detailed graph of Transportation Public Works career progression that shows the numerous roles included in this job type.

Other Job Types Whose Above/Below Average Pay and Racial and Ethnic Ratios Contribute to the Pay Gap

Below are jobs with above average pay and disproportionately high number of White employees. Police Officer and Fire Fighter have the greatest contribution to the Citywide gap. Job types like City Attorney and Director also have smaller, but notable impacts on the racial and ethnic pay gaps.

Table 30: *Job Types with Occupational Sorting that Increased Citywide Racial and Ethnic Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% People of Color	Regular	Total	Dollars	Percent	Dollars	Percent
Police Officer	1,814	46.4%	$119,400	$140,751	$3,041	16%	$4,223	18.7%
Fire Fighter	764	34.7%	$85,032	$139,827			$3,148	13.9%
City Attorney	165	24.8%	$166,148	$166,148	$1,062	5.6%	$1,037	4.6%
Director	126	34.9%	$177,410	$177,410	$708	3.7%	$697	3.1%
Program Manager	131	41.2%	$140,466	$140,466	$306	1.6%	$288	1.3%
Lifeguard	111	10.8%	$89,104	$110,868			$223	1%
Fire Prevention	18	22.2%	$110,832	$137,883	$45	0.2%	$92	0.4%

The job types below increased the citywide pay gap because they had below-average pay and above-average proportions of people of color. In addition to Administrative Support, Parks Grounds Maintenance, and Transportation – Labor, job types like Refuse Collection and Water Utility Worker contribute to the racial and ethnic pay gap.

Table 31: *Job Types with Occupational Sorting that Increased Citywide Racial and Ethnic Pay Gap*

					Contribution to Citywide Pay Gap			
			Average Pay		Regular Pay Gap		Total Pay Gap	
Job Type	# Emps	% People of Color	Regular	Total	Dollars	Percent	Dollars	Percent
Administrative Support	927	76.5%	$64,898	$66,783	$1,829	9.6%	$2,242	9.9%
Parks Grounds Maintenance	392	82.1%	$53,414	$56,824	$1,559	8.2%	$1,695	7.5%
Transportation - Labor	262	93.1%	$57,493	$68,098	$1,309	6.9%	$1,036	4.6%
Refuse Collection	143	93.7%	$65,336	$77,891	$531	2.8%	$337	1.5%
Water Utility Worker	107	86%	$59,578	$76,911	$450	2.4%	$255	1.1%
Public Utilities Field Rep	32	84.4%	$47,970	$48,839	$146	0.8%	$174	0.8%
Building Trades and Facilities Maint	122	74.6%	$68,778	$72,631	$142	0.7%	$167	0.7%
Code Compliance Officer	44	75%	$59,356	$62,258	$123	0.6%	$140	0.6%
Water System Tech	185	82.7%	$66,765	$85,661	$447	2.4%	$122	0.5%
Fleet Technician	119	76.5%	$72,776	$80,321	$142	0.7%	$120	0.5%
Parking Enforcement	58	79.3%	$62,978	$74,793	$131	0.7%	$99	0.4%
Collections	20	80%	$66,626	$66,660			$51	0.2%

Occupational Sorting Trends

The proportion of non-White Police Recruits has increased in the past few years. The majority of people hired into the role recently are non-White. The ethnicity that shows the greatest increase in Police Recruit hires is Latinos. The overall Police Officer role is still majority White, but the role is slowly approaching a level of diversity that mirrors the county-wide racial and ethnic representation.

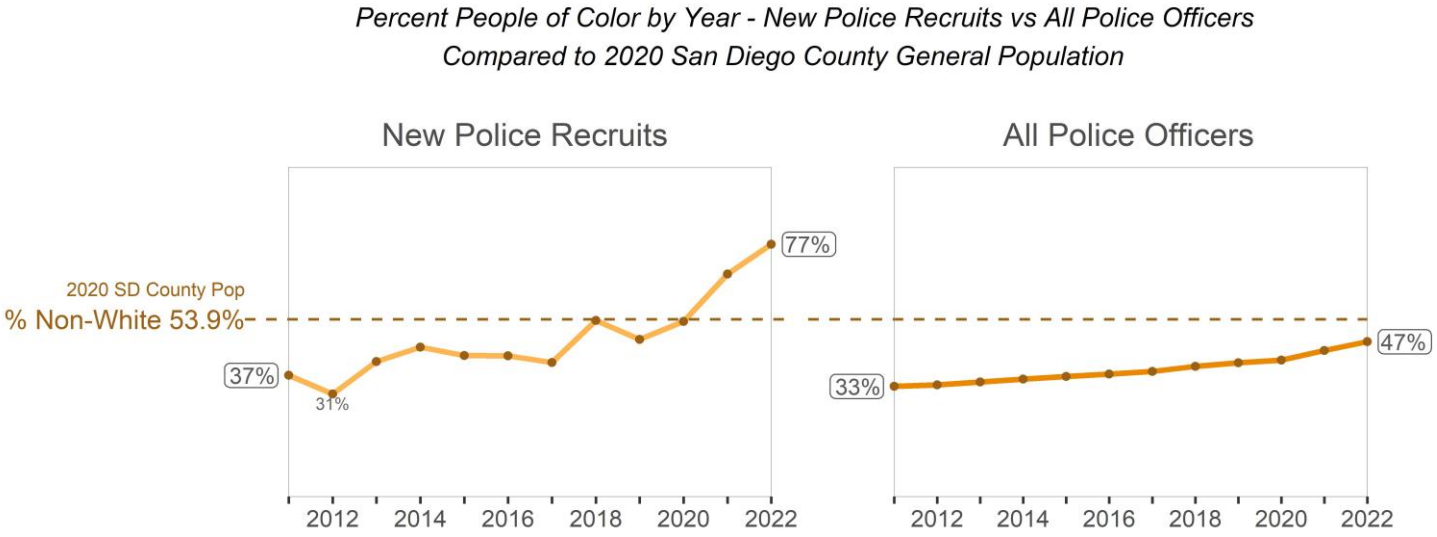


Figure 26: *Non-White Pct of Police Officers by Year vs. Non-White Percent of SD County General Population*

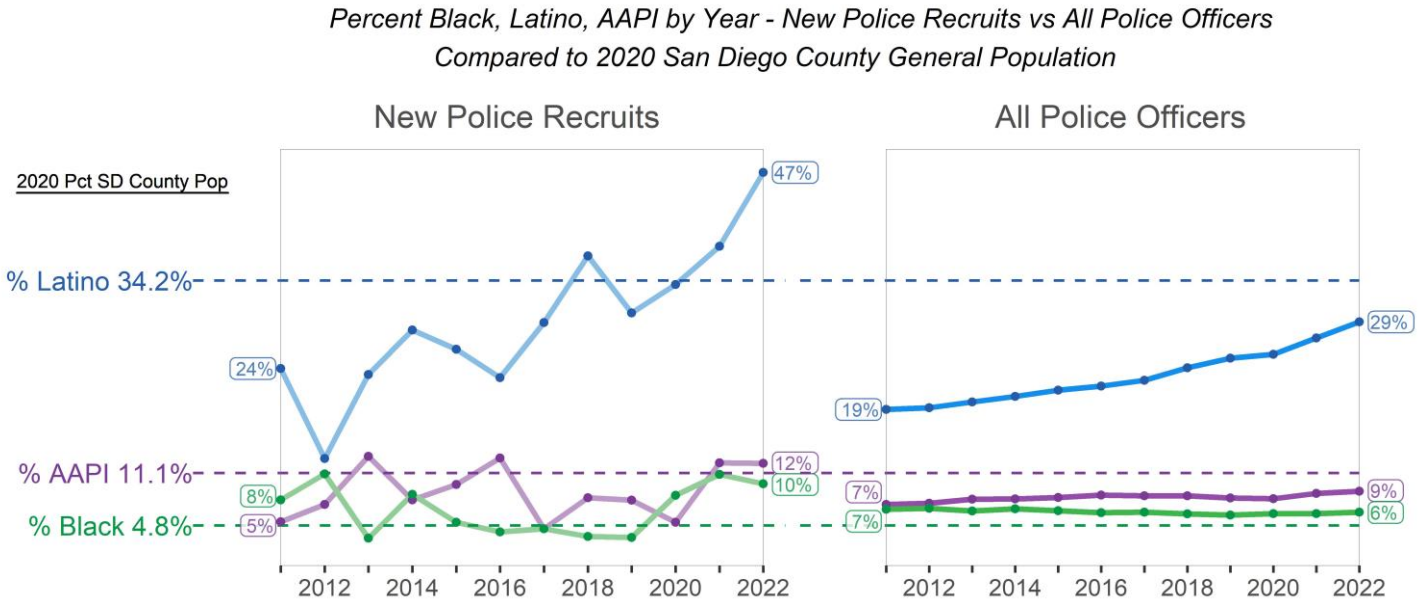


Figure 27: *Pct of Police Officers by Ethnicity and Year vs. Proportions of SD County General Population*

The Fire Recruit role has seen an increase in non-White hires over the past several years. Fire Recruits only make up about 7% of the entire Fire Fighter role and thus this sharp increase does not substantially impact the overall racial and ethnic makeup of the Fire Fighter role. Overall, the Fire Fighter role is majority White; however, other races and ethnicities are gaining representation. The charts below show the racial and ethnic breakdown of Fire Recruits and all Fire Fighters compared to the San Diego County population.

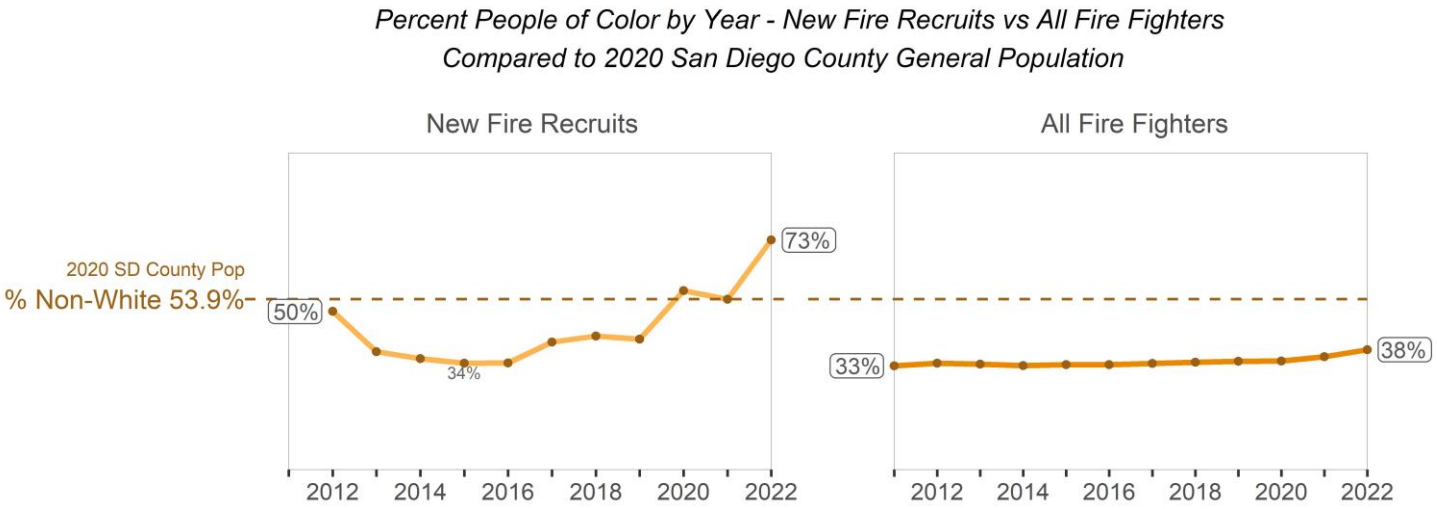


Figure 28: *Non-White Pct Fire Fighters vs. Non-White Proportion of SD County General Population*

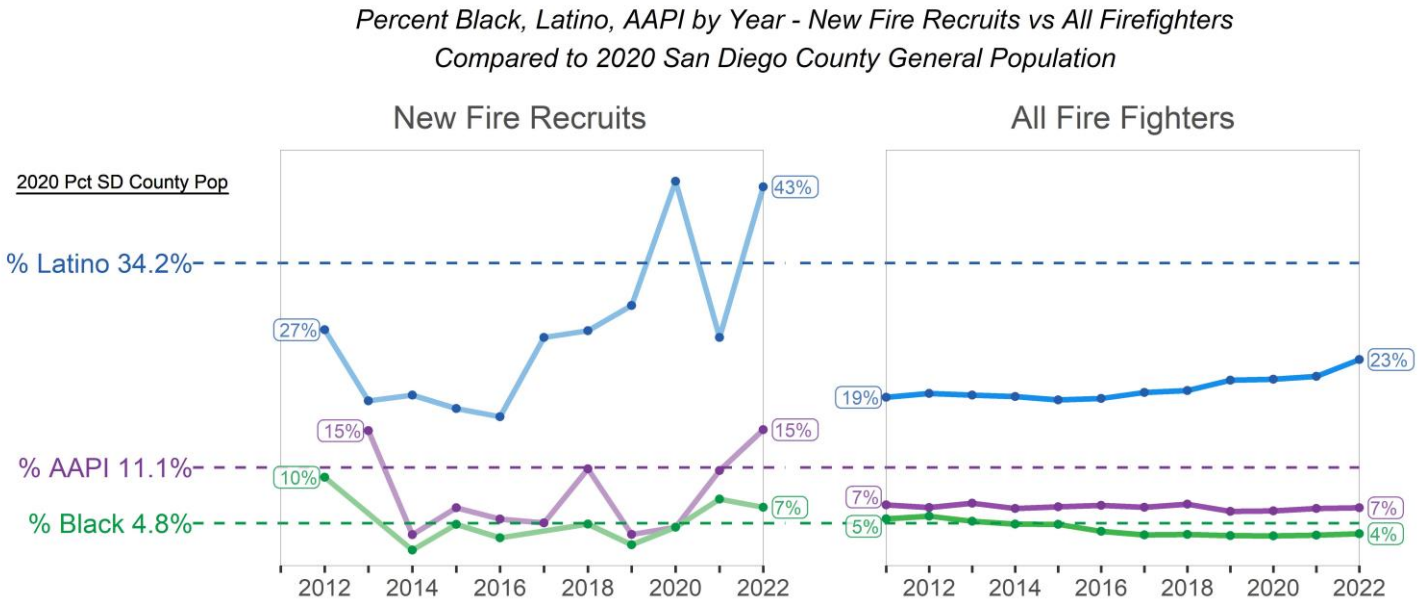


Figure 29: *Percent of New Fire Recruits by Ethnicity and Year vs. Proportions of SD County General Population*

Qualitative Themes and Potential Root Causes

In this study, we relied on the survey and focus groups to get a better understanding of the sources behind occupational sorting, specifically for employees of color. Occupational sorting is impacted by a number of factors referenced earlier including societal factors, financial constraints, personal ambitions, and skills compatibility. What we aim to pinpoint are the distinct factors driving occupational sorting among employees of color.

Below are the survey questions that measure attitudes on occupational sorting for employees of color. This graph compares the differences in attitudes between White, Latino, AAPI, and Black employees. Based on our focus groups and these survey results, we identify one overarching theme.

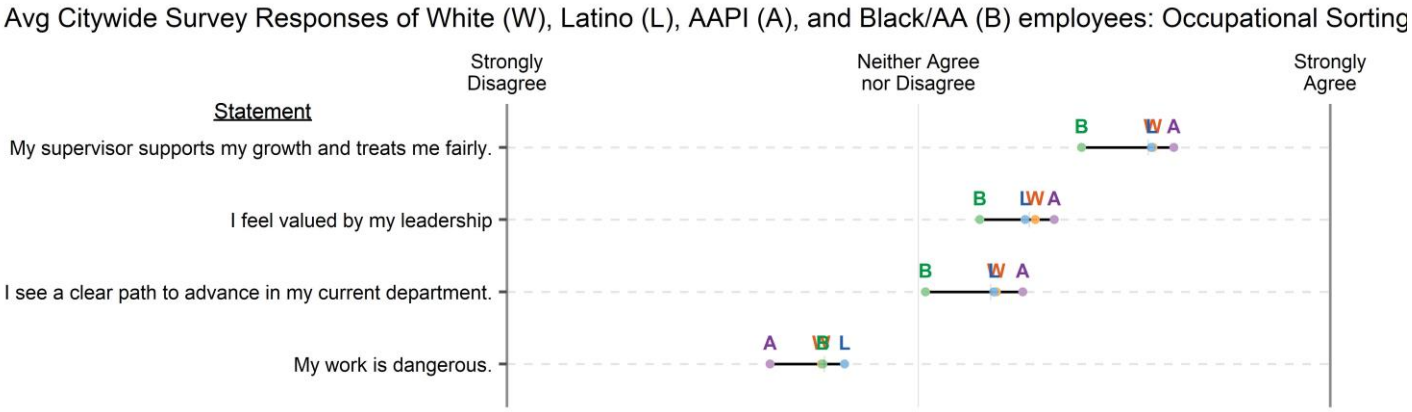


Figure 30: *Avg Survey Response of White (W), Latino (L), AAPI (A), and Black/AA (B) employees: Occupational Sorting*

Theme 1 - Skilled labor employees[25], most of whom are people of color, feel unsupported and economically stuck.

We conducted two focus groups specifically for skilled labor employees. This group of mostly employees of color stated that a meaningful wage increase has eluded them for over ten years. These employees observed that they regularly train new hires who are often paid more than them. This has affected morale among these workers:

> …it is disrespectful to me to have been working for the City for 35 years and have someone come in, work five years, and then make the same amount as me. That is very, very disrespectful to me. (Black male classified employee)

> We're working for the City for nine years, eight years, five years... Some people come from outside and make more money almost without any effort. (Black female classified employee)

> Being loyal to the city gets you nothing in return. (Black male classified employee)

Employees also described the lack of power they felt after being hired by the City. They pointed to this as a primary reason for stagnant pay. Many employees suggested it is better to leave the City and come back to improve your pay:

> Once you're an employee for the City, you lose all leverage to advance your pay. When you're outside of the City, coming in as a new employee, you can get more pay. (Black male classified employee)

These employees, predominantly people of color, highlighted a sense of disappointment that action had not been taken after previous meetings with city leadership. They also voiced that these engagements with city authorities have failed to bring about the desired improvements to their economic mobility.

> …but that's the thing, we're not feeling heard.... I could tell you everything, but what's the point? (Latino male Environmental Services employee)

[25] Includes the following job types: Parks Grounds Maintenance, Transportation - Labor, Refuse Collection, Water System Tech, Fleet Technician, Building Trades and Facilities Maintenance, Utility Plant Tech, Water Utility Worker, Disposal Site Operations, Electrician and Plant Proc Control, Wastewater Plant Operations, Other Equip Tech, Water Plant Operations, Utilities Equip Oper, Communications Tech, Custodian, Utilities Tech Other, and Reservoir Management.

This frustration likely comes from the fact that these workers are isolated from the overall city workforce and in working conditions that can be dangerous such as at the Miramar Landfill:

> People see the city trash trucks…everybody's happy with them, but they never see the end of the process. We're the end of the process. We're the [landfill workers], but nobody understands how important we are. (Latino male Environmental Services employee)

> At the landfill, we get asbestos, we get chemicals… we get everything that comes out here and these guys on the ground are breathing it…Some of the machines don't have the best protection. You can still breathe it, smell it, and take it in. (Black male Environmental Services employee)

> I got COVID-19 three times with all of my vaccination shots. Because every day we work with sewage. (White male classified employee)

Our survey largely captured these attitudes among skilled trade workers through the use of three survey statements. On statements regarding career advancement, supervisor support, and appreciation from leadership, members of the skilled trade sector express a lack of confidence compared with other city employees. Below is the wording of these three survey statements.

> *Survey Statement: I see a clear path to advance in my current department.*

> *Survey Statement: My supervisor supports my growth and treats me fairly.*

> *Survey Statement: I feel valued by my leadership.*

Skilled trade workers are 1.6 times less likely ($p<0.001$) to view a path for advancement than all other city employees. They are also 1.9 times less likely ($p<0.001$) to agree that their supervisor encourages their professional aspirations compared with all other employees. Lastly, they are 1.6 times less likely ($p<0.001$) to say they feel their work is valued by their leadership than all other employees. Together, these results suggest that skilled labor employees feel their careers are stagnant and unsupported in their current position.

Lastly, these workers were more likely to voice concerns about the danger associated with the nature of their work. Our survey asked respondents if they considered their work and related working conditions dangerous.

> *Survey Statement: My work is dangerous.*

Skilled labor employees, who are predominately people of color, were 8 times more likely ($p<0.001$) to consider their work dangerous than all other employees with the City.

Recommendations

1) Seek ways to create a culture within the police and fire departments where a community-reflective workforce is seen as a key to improved safety and operational efficiency.

2) Encourage and identify City leaders to meet regularly with skilled trade workers at their worksites to discuss on-going policy recommendations and other workplace concerns.

3) Continue work on the previous study's recommendations:

    i) Reduce the difference between City firefighter pay and that of other fire departments.

    ii) Analyze data from each stage of the police recruiting process to understand the barriers different demographic groups face when becoming an officer.

Pay Gap Cause #2 - Different Parenthood Effects between Whites and People of Color

In our 2019 study, we found that whether an employee had children impacted the expected non-overtime pay of each group differently (independent of age, tenure, and job type). We referred to this effect as the "parenthood penalty." Our 2019 analysis unveiled that when compared to nonparents of their own race, fathers of color had a 3% fatherhood pay penalty in contrast to no impact for White fathers. Women faced a more substantial motherhood penalty, with White mothers seeing a 4.7% disparity and mothers of color experiencing an even greater deficit of 7.4%.

Quantitative Findings

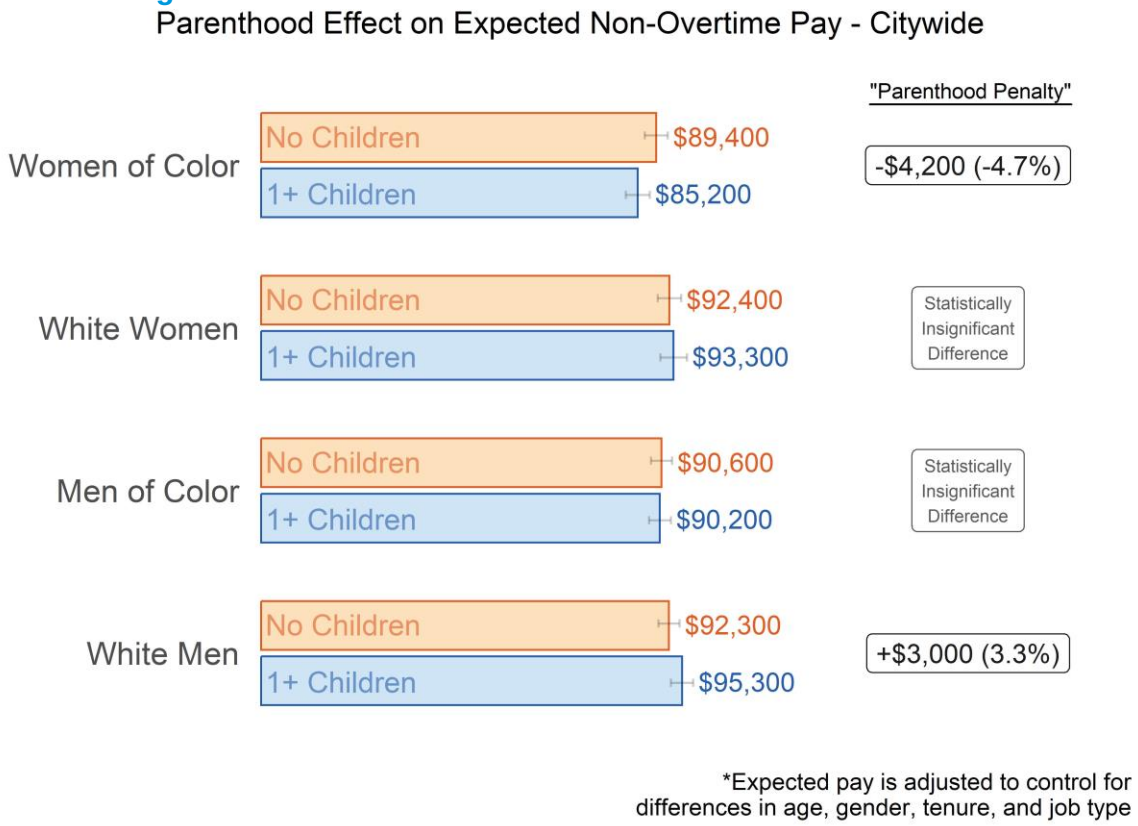


Figure 31: *Parenthood Effect on Expected Citywide Regular Pay*

The picture is slightly different in 2022. There are no longer measurable differences in expected pay between White women who are mothers and those who are not, and between men of color who are fathers and those who are not. Women of color still saw a parenthood penalty of 4.7%. Interestingly, expected pay of White men who are fathers is now 3.3% higher than White men who are not. The net effect in 2022 is that mothers of color see an 8% disparity in pay compared to White fathers.

Recommendations

1. Continue to seek additional employee benefits that would directly target the work-life balance needs of mothers and parents of color.

Pay Gap Cause #3 - Different Overtime Utilization between Whites and People of Color

Citywide, people of color work about 38 hours more overtime per year than Whites (after controlling for tenure, gender, job, and children, p<0.001). This difference is most predominantly seen within the City's firefighters, where employees of color work about 177 hours more overtime per year than White employees (after controlling for specific job, gender, and if they have children, p<0.001).

Qualitative Themes and Potential Root Causes

These differences in overtime utilization between racial and ethnic groups could be a result of personal choice, biased methods of distributing overtime, or both. We utilized our qualitative methods to evaluate potential root causes of these differences.

Below are the survey questions that were asked of classified employees regarding overtime. This graph compares the differences in attitudes between White, Latino, AAPI, and Black employees. We also asked classified employees if they wanted more, less, or about the same amount of overtime. Additionally, our survey featured specific overtime related questions for police officers and firefighters. Based on our focus groups and survey questions, we have identified two themes.

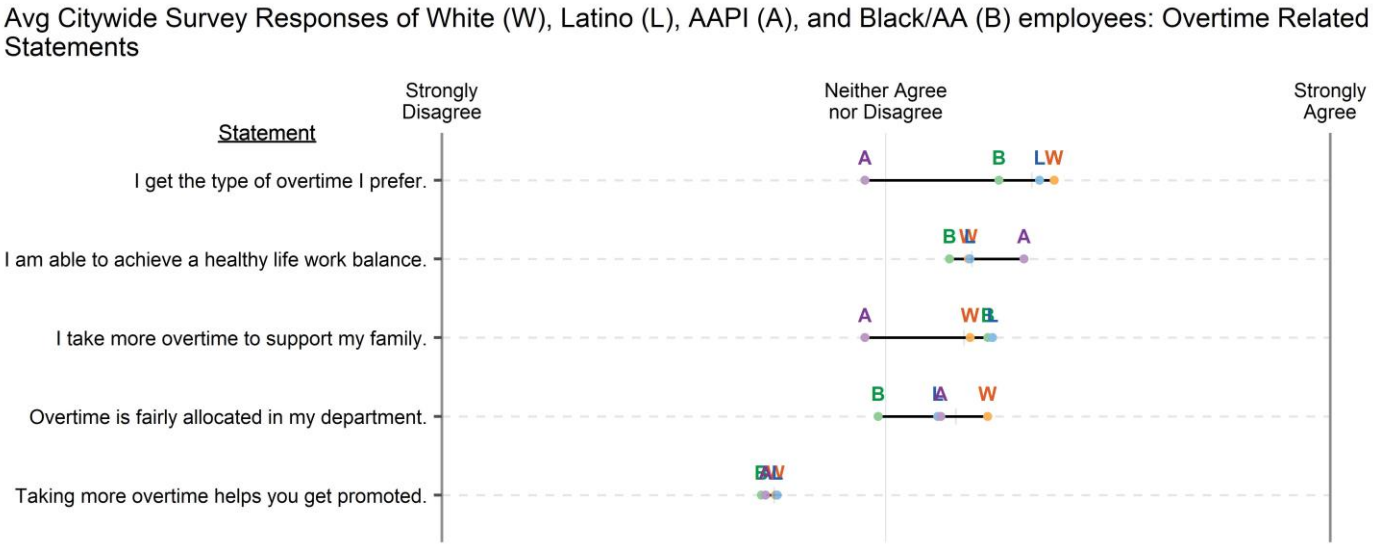


Figure 32: *Average Survey Responses of White (W), Latino (L), AAPI (A), and Black/AA (B) employees: Overtime Related Questions*

Theme 1 - Employees of color are more likely to desire overtime.

To measure employees' preferences for overtime, we asked them to respond to the survey statement below.

> *Survey Statement: I would like to take _____ ("less", "about the same amount of", "more") overtime. (Not asked of unclassified employees.)*

Overall, employees of color and parents of color were more likely to desire more overtime that White employees and White parents. We also find differences in overtime preferences between different racial and ethnic groups among specific job types.

- 20% of surveyed classified employees desired less overtime. 44% desired more overtime.
- Employees of color were 1.7 times more likely than White employees to desire more overtime.
- Parents of color were 2.1 times more likely than White parents to desire more overtime.

Table 32: *Overtime Desire Survey Results - By Job Type*

City Job Type	Want Less Ovtm	Want More Ovtm
Fire Fighter	122/258 (47%)	71/258 (28%)
Administrative Support	29/226 (13%)	122/226 (54%)
Police Officer	44/167 (26%)	39/167 (23%)
Engineer - Civil	10/132 (8%)	69/132 (52%)
Rec Center Leadership	4/74 (5%)	60/74 (81%)
Librarian	2/68 (3%)	44/68 (65%)
Chemist/Biologist	18/67 (27%)	16/67 (24%)
Parks Grounds Maintenance	2/61 (3%)	47/61 (77%)
Planner	4/54 (7%)	23/54 (43%)
Utility Plant Tech	7/31 (23%)	13/31 (42%)
Water System Tech	9/31 (29%)	13/31 (42%)
Lifeguard	8/30 (27%)	10/30 (33%)
Police Dispatch	15/28 (54%)	1/28 (4%)

Within each of these job types we looked at differences in overtime desire between men and women, Whites and non-Whites, and parents and non-parents. The following were statistically significant:

- Non-White fire fighters were 2.2 times more likely than White fire fighters to desire additional overtime.
- Police Officers who are parents were 1.5 times more likely than Police Officers who are not parents to desire less overtime.

Theme 2 - Black employees support the system for allocating overtime less than White employees.

Several of our survey statements asked employees about their opinion regarding the fairness of overtime. We directly asked this question in the statement below.

Survey Statement: Overtime is fairly allocated in my department.

Our survey found disparities in support for the system of allocating overtime among classified employees of different races and ethnicities. For instance, Black employees are 1.7 times less likely ($p<0.001$) to support this system than White employees. In addition, non-Black employees of color were 1.5 times less likely ($p<0.001$) to support this system compared to White employees.

These results suggest that employees of color think there are systematic barriers influencing overtime distribution, potentially keeping them from the overtime they seek.

Recommendations

1. Review practices and compile recommendations to address vacancies, decrease the amount of overtime, and increase retention rates.

Pay Gap Cause #4 - The Remaining Unexplained Portion of Racial and Ethnic Pay Gap

The unexplained portion of the pay gap is what remains after accounting for differences in the categories above and demographics like age, education, and tenure. The unexplained portion may include things like discrimination or implicit bias, but it may also include unmeasured effects like differences in job aptitude or productivity.

Our 2019 study found that unmeasured factors accounted for 12% of the pay gaps. As a result, we recommended that HR try to systematically collect data on education and performance. Legally, the City cannot ask for employees' education levels, so HR provided a self-selection option in each employee's profile. Between this data and our survey, we were able to collect level of education data on nearly 5000 employees. After incorporating this data, the unexplained portion of the pay gap largely remained, and this portion of the racial and ethnic pay gap actually grew between 2019 and 2022.

Table 33: *Unexplained Portion of Each Pay Gap (2022 and 2019)*

		Unexplained Percent of Pay Gap	
Group 1	Group 2	2022	2019
Whites	Black/AAs	31%	-
Whites	Latinos	19%	-
Whites	All People of Color	16%	12%
Whites	AAPIs	-2%[a]	-

[a]The negative value indicates the unexplained portion of the White-AAPI pay gap actually favors Whites.

Quantitative Findings

To better understand the potential sources of these unexplained inequities, we conducted an analysis of career progression. Disparities in career growth among different demographics might explain some of the unexplained portions of the wage gaps. To investigate this, we tracked employees starting in the same roles between 2010 and 2022. By analyzing annual role changes, advancement disparities between Whites and people of color were revealed; however, the method admittedly overlooks things like nonlinear career paths, varying promotion cycles, hiring freezes, and performance factors.

The provided summaries below aim to simplify complex statistical differences; however, they do not cover all contextual details. For a complete understanding, please consult the appendix containing the detailed methodology and findings.

- In lifeguard roles, people of color often stay in entry-level positions much longer than their White peers.
- White Rec Aides were over four times more likely than their peers of color to be promoted to Rec Leader 1 within two years. When they were hired to Rec Leader 1 positions, employees of color were nearly twice as likely to remain after three years.
- Entry-level Black engineers were considerably more likely than their White colleagues to leave the City after four years.
- White Management Analysts were remarkably more likely than their colleagues of color to receive a promotion to an unclassified position after two years.
- People of color starting as Fleet Technicians were over four times more likely than their White colleagues to remain in that role after four years.
- Two years after starting as Equip Tech 1, employees of color were significantly more likely to still be in the same role, whereas their White counterparts were more likely to be in better-paid positions like Plant Tech 2, Pump Station Operator, and Sr Parking Meter Tech.

Qualitative Themes and Potential Root Causes

In our focus groups and surveys, we assessed several potential root causes for these pay gaps that were not assessed in our first study. Two broad themes were consistently voiced by employees regarding the racial and ethnic pay gaps: 1) racial biases that limit upward mobility, and 2) unfair hiring and promotion practices.

Below are the survey questions that measure attitudes on these two topics. This graph compares the differences in attitudes between White, Latino, AAPI, and Black employees. These themes are discussed in detail below.

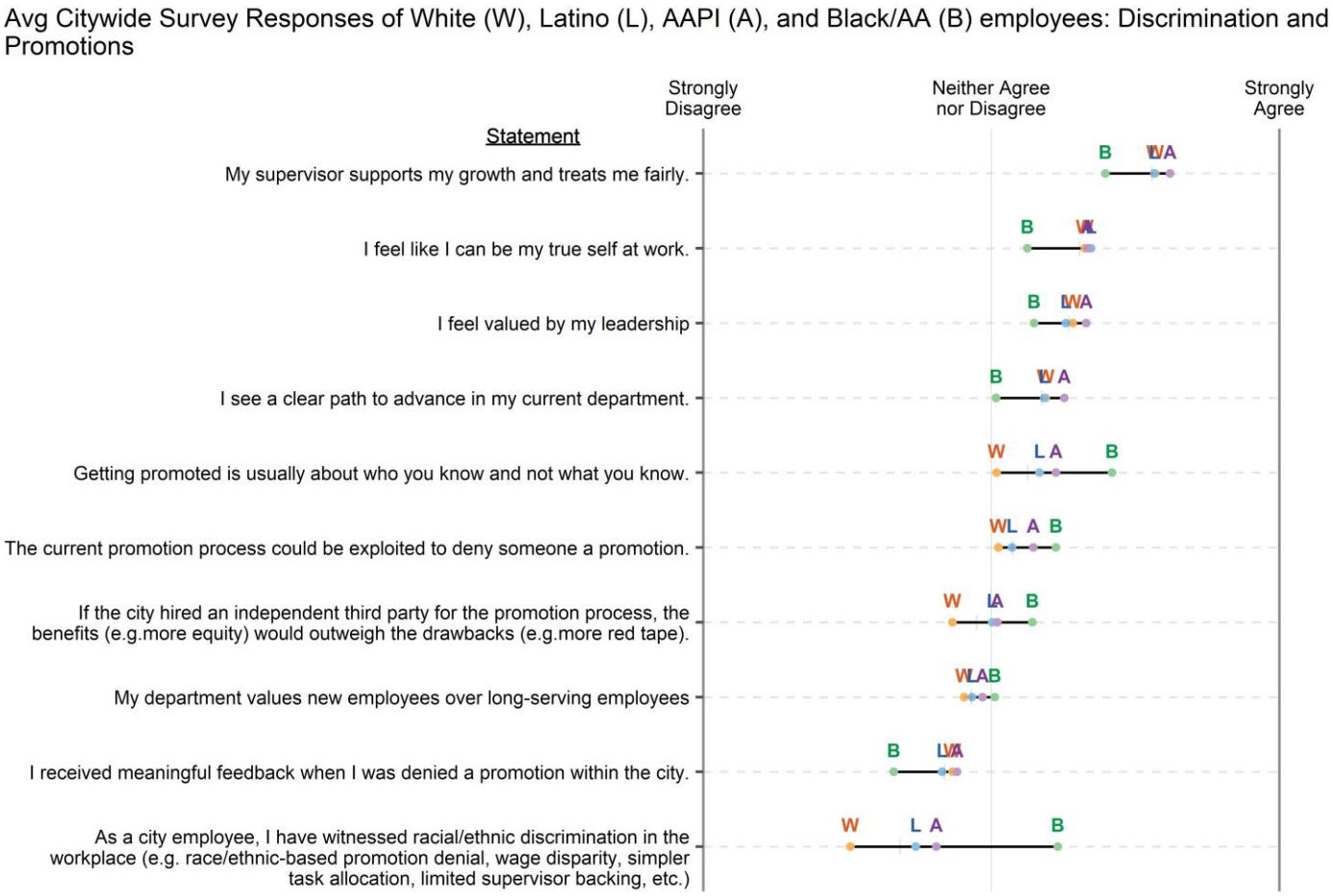


Figure 33: *Average Survey Responses of White (W), Latino (L), AAPI (A), and Black/AA (B) employees: Promotion Related Questions*

Theme 1 - People of color perceive a lack of upward mobility.

Several focus groups highlighted the fact that employees of color face more challenges in pursuing pay equity and career advancement than other employees. Employees attributed this problem to a lack of diversity in city administration:

> People of color, we don't have the people at the table, we don't have the people in the pipeline that can bring us on board. So, we don't get those same opportunities that White employees get. (Black male employee)

Focus groups called for more transparency, flexibility, and mentorship programs to support the development of people of color in leadership positions. Some employees also called for the need of anti-bias training to address this underlying issue:

> I think a lot of the bias is unconscious. I notice what's going on because I am a woman of color, but I don't think they're doing it intentionally. I think it's inherent. It's just, you look different from me. And the further away from that color scale, it's just more different. (Black female unclassified employee)

Our survey measured attitudes regarding upward mobility using several different questions. We first asked respondents if they currently see a clear path to advance.

> *Survey Statement: I see a clear path to advance in my current department.*

Across all education levels, Black employees report not seeing a clear path for advancement compared with other racial and ethnic groups. Approximately 38% of Black employees disagree with the statement regarding a clear path to advancement while only 28% of Hispanics and 28% of Whites disagree with this statement. In fact, Black employees with graduate education expressed the greatest amount of uncertainty in their professional advancement. Additional analysis shows that Black employees are 1.6 times less likely ($p<0.001$) to agree they see a path for advancement in their department than White employees.

Our survey also measured potential barriers to upward mobility. For any Black employee, racial discrimination is often seen as the most potent impediment to career advancement. In our survey, we asked city employees if they had witnessed racial/ethnic discrimination in the workplace. This question also provided examples of racial discrimination.

> *Survey Statement: While I have been a city employee, I have witnessed racial ethnic discrimination in the workplace (e.g., failure to promote, earning lower wages, being given less demanding assignments, receiving less support from supervisors based on one's race ethnicity, etc.)*

Our findings show that Black employees report witnessing the most instances of racial or ethnic discrimination. Approximately 56% of Black employees reported witnessing discrimination. Indeed, Black employees are 5.7 times more likely ($p<0.001$) to say they have seen racial or ethnic discrimination in the workplace than White employees. Nearly 29% of Latino employees also report instances of racial or ethnic discrimination. Only 19% of White employees report seeing racial or ethnic discrimination.

To better understand these attitudes by department, we compare the difference in means between Black and all other employees across different departments. Among the departments with an adequate sample of Black employees, every department except one (Economic Development) has more Black employees witnessing racial or ethnic discrimination than all the other racial and ethnic groups. We also find that the mean among Black employees is statistically higher at the General Services and Public Utilities departments than the mean across all employees.

Another dimension of upward mobility is the level of support that employees perceive in their current work environment. Support from a supervisor is possibly one of these factors. Our survey included the statement below to assess the level of support employees perceive receiving from their supervisor.

> *Survey Statement: My supervisor supports my growth and treats me fairly.*

Overall, we find that Black employees are 1.7 times less likely ($p<0.001$) to report being supported by their supervisor than White employees. We do not detect significant differences between other racial or ethnic groups on this question.

Finally, our survey includes several statements measuring how employees feel in their workplace. One statement refers to employees feeling valued by their leadership. Another statement asks how the department values long-serving employees. Another statement aims to measure employees' level of acceptance at work.

> *Survey Statement: I feel valued by my leadership.*
>
> *Survey Statement: My department values new employees over long serving employees.*
>
> *Survey Statement: I feel like I can be my true self at work.*

On these various statements, Black employees feel less valued or accepted than White employees. Specifically, Black employees are 1.5 times less likely (p=0.010) to say they feel valued by leadership than White employees. We also find that Black employees are 1.5 times more likely (p=0.010) than White employees to believe that new employees are valued over long serving employees. Black employees (51%) are also generally less inclined to agree they can be themselves at work when compared with Latinos (65%) and Whites (65%). In other words, Black employees are 1.8 times less likely (p<0.001) to say they can be their true self at work compared with White employees.

Our survey shows that these attitudes have consequences on how employees navigate the workplace and the power dynamics therein. For instance, we find that employees that can be their true selves are 2 times more likely (p<0.001) to feel comfortable discussing pay with their peers and 2.6 times more likely (p<0.001) to feel comfortable discussing pay with their supervisor than those who cannot be their true selves. Moreover, the ability of an employee to be one's true self appears to be conditioned on their representation within their job type. For example, Black employees in job types in which they are underrepresented among top earners are 1.8 times more likely (p=0.040) to be their true self than Black employees in job types with more Black top earners.

Perceived bias, lack of support, and less acceptance in the workplace all appears to contribute to Black employees' impression that upward mobility within the City is particularly challenging.

Theme 2 - Employees of color see unfair practices in the promotion and hiring process.

Focus group participants across departments and job types expressed skepticism about the fairness of the hiring and promotion process. One common thread was that connections are valued more than an employee's or applicant's qualifications:

> The supervisors started as laborers 20 years ago and they're buddies. "Oh, I don't want to hire him because [my buddy] might get mad." That's what goes on here…it's who you know. (Latino male classified employee)

Participants were also critical of certain aspects of these processes, which may lead to hiring people with less experience than other candidates. Employees questioned the diversity of selection panels, the power of appointing authorities, and feedback given to candidates. It appears, to some, that these can be manipulated or lead to undesirable consequences:

> We understand that the interview determines who is the most qualified candidate. And so, the panel makes the determination, and they rate them all. The person ranked highest should get hired, but that's not what happens…it's the appointing authority that decides. (Black male employee)

These concerns about the promotion process were corroborated in our survey results, particularly among Black and female employees. We developed several statements on promotions based on comments from our focus groups. We first asked respondents if they agreed or disagreed that personal connections were more important than qualifications in promotions.

> *Survey Statement: Getting promoted is usually about who you know and not what you know.*

Nearly 68% of Black employees agree with this statement compared with 46% of White employees. Further analysis shows that Black employees are 2.5 times more likely (p<0.001) to agree that getting promoted is more about connections than qualifications than White employees. Another statement that was included in the survey described the promotion process as one that could be exploited to deny someone a promotion.

> *Survey Statement: The current promotion process could be exploited to deny someone a promotion.*

Black employees also express more skepticism about the fairness of the promotion process than White employees in their responses to this statement. Our analysis shows that Black employees are 1.7 times

more likely (p<0.001) to say that the promotion process can be exploited to deny someone a promotion than White employees.

Our survey also featured statements about specific aspects of the promotion process and proposed policies to improve the process. One theme we heard during our focus groups was the lack of feedback employees received when they were denied a promotion. We measured the pervasiveness of this attitude among the larger workforce.

Survey Statement: I received meaningful feedback when I was denied a promotion within the City.

The results from this survey statement suggest a significant gap between Black employees and other racial and ethnic groups on this question. A majority of Black employees (55%) disagree with this statement compared with a minority of White (35%) and Latino (39%) employees. More generally, our analysis shows that Black employees are 1.4 times less likely (p=0.010) to say they did not receive meaningful feedback than White employees.

One potential solution discussed to fix this process involved hiring an independent third party to remove any preferential treatment. However, hiring a third party would also make for a more bureaucratic process. We balanced both considerations when we asked respondents if the City hired an independent third party for the promotion process, the benefits (e.g., more equity) would outweigh the drawbacks (e.g., more red tape).

Survey Statement: If the City hired an independent third party for the promotion process the benefits (e.g., more equity) would outweigh the drawbacks (e.g., more red tape).

Our findings suggest that the highest levels of agreement to this statement is among classified and unclassified Black (89%), Latino (57%) and other employees of color (54%). Classified and unclassified White employees (44%) are not as supportive of this proposed policy. Further analysis shows that Black employees are 2.3 times more likely (p<0.001) to support using a third party for promotions than White employees. Similarly, Latino employees, are 1.4 times more likely (p<0.001) to support hiring a third party for promotions than White employees.

Recommendations

1. Engage with employees who've sought promotions for extended periods without success. Provide resources, explain delays, highlight alternative paths, and foster supervisor-employee understanding.

2. Explore options for using randomized experiments to definitively test for the presence of racial, ethnic, or gender discrimination in recruitment, internal hiring, and promotions.

3. Begin tracking diversity in promotion panels and instances of overridden recommendations.

4. Explore options for implicit bias training for all appointing authorities.

5. Explore the costs and benefits of utilizing an independent third party for the promotion process.

6. Assess employee data collection practices in City Departments like Human Resources and Personnel to establish inclusive methods for optional self-identification, covering: race, ethnicity, gender identity, pronouns, orientation, disability, education, and military or veteran status.

Pay Gap Cause #5 - Different Demographics of Whites and People of Color

Lastly, the City's racial and ethnic pay gap is partly due to demographic differences between Whites and people of color. See the corresponding section for the gender pay gap for details on each of these variables.

- Age at first child - People who have children younger have lower average pay; people of color who work at the City were more likely than Whites to have children at younger ages (under 28).

Table 34: *Age at First Child Differences in Racial/Ethnic Proportions*

	Average Pay		
Age at First Child	Regular	Total	
No Children	**$87,524**	**$97,287**	**Whites were 1.15 times more likely not to have children than people of color (p=0.001)**
Under 22	**$83,984**	**$99,018**	**People of color were 4.33 times more likely to have their first child before age 22 than Whites (p<0.001)**
23-28	**$90,387**	**$108,132**	**People of color were 1.51 times more likely to have their first child at 23-28 years old than Whites (p<0.001)**
29-35	**$102,182**	**$119,136**	**Whites were 1.16 times more likely to have their first child at 29-35 years old than people of color (p=0.006)**
Over 35	**$103,787**	**$119,116**	**Whites were 1.73 times more likely to have their first child at Over 35 years old than people of color (p<0.001)**

- Tenure - White employees had slightly more tenure on average than employees of color (p=0.042). On average. White employees averaged 13.1 years while employees of color averaged 12.7 years.
- Long-Term Disability - Citywide, people of color were 1.5 times more likely to take long-term disability than Whites (p=0.011)
- Age - People of color were more likely to be younger (under 30, 30-34) which tend to make less money. Whites were more likely to be in age groups that had higher average salaries (40-49).

Table 35: *Age Groups With Significant Differences in Racial/Ethnic Proportions*

	Average Pay		
Age	Regular	Total	
Under 30	**$67,899**	**$78,025**	**People of color were 1.76 times more likely to be Under 30 years old than Whites (p<0.001)**
30-34	**$83,281**	**$96,252**	**People of color were 1.14 times more likely to be 30-34 years old than Whites (p=0.029)**
35-39	$89,846	$103,675	Insignificant difference between proportions of Whites and people of color (p=0.612)
40-49	**$96,389**	**$111,852**	**Whites were 1.17 times more likely to be 40-49 years old than people of color (p<0.001)**
50-59	$98,577	$111,213	Insignificant difference between proportions of Whites and people of color (p=0.268)
Over 60	$88,423	$96,266	Insignificant difference between proportions of Whites and people of color (p=0.127)

Education

After incorporating the new education data into our models, the data shows that the overall racial and ethnic pay gap would be 4% smaller if White and non-White employees had similar levels of education. This is because the average White employee had higher educational attainment than the average employee of color citywide.

Table 36: *Education - By Race*

	What is your highest level of education?			
Race	High School	Some College/Associate	Completed Bachelor's	Graduate degree
White	51/2148 (2%)	574/2148 (27%)	932/2148 (43%)	583/2148 (27%)
Latino	126/1342 (9%)	537/1342 (40%)	495/1342 (37%)	178/1342 (13%)
AAPI	12/595 (2%)	132/595 (22%)	318/595 (53%)	133/595 (22%)
Black	36/445 (8%)	214/445 (48%)	112/445 (25%)	81/445 (18%)
Other	5/175 (3%)	61/175 (35%)	68/175 (39%)	40/175 (23%)

- Citywide, employees of color were less likely to have completed a bachelor's degree. Specifically, employees of color were 3.1 times more likely to have a high school education and 1.6 times more likely to have completed some college or an associate.
- Citywide, White employees were 1.8 times more likely to have a graduate degree and 1.2 times more likely to have a bachelor's degree.
- We looked for statistically significant differences in education levels between White and non-White employees within specific job types and found that White employees were more educated than their peers of color within the following job types: Civil Engineer, Police Officer, Parks Grounds Maintenance, Librarian, and City Council Support.

Evaluating Employee Policy Proposals

Throughout our focus groups, numerous employees proposed policy modifications aimed at enhancing pay equity. We further scrutinized the most popular of these suggestions via our survey. Below is the feedback that employees provided on these various policies.

A third party involved in promotions.

During our focus groups, employees frequently mentioned problems with the hiring and promotion process being too subjective and heavily influenced by internal relationships. We asked employees if an independent third party would address these concerns. This outside party would make an independent determination of who was qualified for a position or promotion based on clear guidelines. Many focus group participants expressed interest in this policy but also noted it would make the process even more bureaucratic.

We also asked employees in our survey if they would approve or disapprove of this policy using the survey statement below.

> *Survey Statement: If the City hired an independent third party for the promotion process the benefits (e.g., more equity) would outweigh the drawbacks (e.g., more red tape).*

Among all employees, only 25% of respondents agreed with this policy. However, the rate of approval among Black employees was considerably higher. Nearly 89% of Black employees endorsed this policy. We did not find any other notable differences in opinion between other demographic groups in our survey.

Open investigations in the police promotion process.

In our focus groups with police officers, we heard that open investigations for minor infractions such as uniform violations can impact whether one is given a promotion within the department. It was unclear from this discussion how prevalent this practice was within the police force.

We specifically asked police officers in our survey to respond to the statement below to assess their opinions on this issue.

> *Survey Statement: Open investigations for minor infractions carry too much weight in the promotion process.*

Our results show that nearly 50% of all police officers in our survey agreed with this statement. Male police officers were more likely to agree with this statement compared with female police officers. At the very least, these results suggest further exploration into this practice.

The philosophy behind unclassified pay.

In our focus groups with unclassified employees, many employees noted that there was no clear compensation strategy for unclassified pay. These employees also listed several factors that should be part of a proposed compensation strategy. To obtain a better inventory of these factors, we asked the following open ended and optional question below.

Unclassified pay should be based on _____?

1. _____
2. _____
3. _____
4. _____

We received 398 total responses from unclassified employees. Employees volunteered approximately 14 different factors they felt should be considered when setting unclassified pay. The top considerations include work experience, capabilities and expertise, and job performance and accomplishments. These 14 different factors are outlined below in greater detail.

***Table 37:** Survey Results: Unclassified pay should be based on _____?*

			Percent of Respondents By Choice Number			
Rank	Response Category	Pct of All Respondents	1st	2nd	3rd	4th
1	Experience	85%	31%	27%	16%	11%
2	Capabilities	58%	23%	15%	14%	5%
3	Job Performance	44%	13%	13%	9%	8%
4	Job Responsibilities	36%	13%	13%	7%	5%
5	Education/Certifications	22%	3%	9%	7%	3%
6	Market Comps	19%	6%	5%	4%	4%
7	Span of Control	13%	3%	4%	4%	4%
8	Level of Criticality or Political/Public Scrutiny	11%	3%	2%	4%	2%
9	Leadership/Political Acumen	9%	2%	2%	3%	3%
10	Work Ethic and Professionalism	12%	0.3%	2%	5%	5%
11	Work Schedule and Availability	5%	0.3%	1%	3%	0.8%
12	Cost of Living	3%	1%	0.5%	0.8%	1%
13	Compaction	3%	0.5%	0.5%	0.8%	0.8%

*Additional Categories Mentioned Include: Other (7%), Integrity (1%), References (1%), Equity (1%)

1) Experience - Participants leaned heavily on 'experience', particularly valuing 'knowledge', 'years of experience', 'seniority', and 'tenure'. 'City experience' and 'relevant experience' were also underscored as significant factors that should be taken into account.

2) Capabilities - Participants stressed 'merit' and various aspects of 'skills' as significant. Other notable responses involved 'ability', 'expertise', 'potential', and an emphasis on 'technical skills'. The ability to work well with others and to handle complex issues were also highlighted.

3) Job Performance - Employees predominantly underscored 'performance' as key, alongside 'quality of work', 'productivity', and 'accomplishments'. They also stressed 'dedication', 'efficiency', 'contribution', and the significance of adding 'value to the department'.

4) Job Responsibilities - Responses primarily highlighted 'level of responsibility', 'responsibilities', and 'workload', as well as the 'position' held and the 'job duties'. 'Complexity', both in terms of job and duties, and the 'scope of responsibilities' were also frequently mentioned.

5) Education/Certifications - Responses underscored 'education' prominently, while 'certifications' and 'training' were also commonly referred to, highlighting the value of professional qualifications. Terms such as 'level of education' and 'degrees' were also used.

5) Market Comps - Many respondents emphasized 'market rate' and compared their roles with 'comparable positions' within and outside the City. Several mentioned the need to remain competitive with similar positions in the public and private sectors, expressing the importance of being in line with the market.

7) Span of Control - Participants suggested an emphasis on the 'number of employees supervised' and the 'size of the team' they manage. They also considered the quantity of programs under their control and the breadth of their influence, both internally and externally.

8) Level of Criticality or Political/Public Scrutiny - Answers highlighted the importance of 'consequence of error' and the 'critical nature of work'. Other factors, like 'public exposure', 'political sensitivity', and interactions with key city figures were also mentioned.

9) Leadership/Political Acumen - Responses emphasized 'leadership' skills and 'political acumen' as essential qualities. They recognized the importance of good communication, managerial skills, and fostering 'team cohesiveness,' in addition to a person's ability to hold team members accountable.

10) Work Ethic and Professionalism - Respondents emphasized 'work ethic' and 'attitude' as foundational, with additional focus on 'team participation' and 'demonstration of initiative.' Traits like 'availability to learn and grow,' 'being a good example,' and a 'can-do attitude' were also identified as important.

12) Work Schedule and Availability - The need for after-hours availability and 24/7 operations oversight featured strongly in responses. Other aspects raised were the demands of long work hours, regularly working beyond the standard 9-5 schedule, and the nature of on-call requirements.

13) Cost of Living - The responses predominantly revolved around the cost of living, with a focus on specific factors such as current rent prices and the high cost of living in San Diego. Economic trends and inflation were also highlighted.

14) Compaction - The responses primarily pertained to the pay of those being supervised, classified increases, and the importance of maintaining an appropriate supervisory pay differentia

Appendix

Additional Recommendations for Future Pay Equity Studies

1. Ensure that procedures for collecting the data for this study are easily repeatable for future pay equity studies by documenting the processes performed and automating as much of the process as possible. Begin data collection process as early as possible.
2. Ensure issues outlined in “Notes on Data Collection Issues Encountered” section of appendix are adequately addressed prior to next study.
3. Get data for all pay rate changes for all employees. Currently we only have data for total pay by year. This makes it difficult to determine things like starting salary, size and timing of raises, and pay by position.
4. Analyze utilization of various forms of PTO.
5. Conduct an individualized root cause analysis for the Black, Latino, and AAPI pay gaps.
6. Establish reasonable expectations for the percentage of women in police and fire.

Notes on Racial and Ethnic Terminology Used

In this study, we explore pay equity among City of San Diego employees, examining the effects of several personal characteristics, including gender, race, and ethnicity. Using data from the City's Personnel department, we found the following racial and ethnic breakdown among employees: White (42.7%), Hispanic or Latino (31.4%), Black or African American (10.6%), Asian (8.4%), Filipino (3.4%), Other/Two or more races (2.6%), American Indian or Alaska Native (0.5%), Native Hawaiian or Other Pacific Islander (0.5%). It is important to note that, while we would have preferred to align our racial and ethnic categories with the definitions used by the U.S. Census Bureau, the data we received determined the categories used in this study. In analyzing and reporting on pay equity within this diverse workforce, we aim to provide an unbiased assessment. We have made careful considerations in our use of terminology, striving for precision, inclusivity, and respect. The terminology choices and their basis are outlined below.

Asian American, Native Hawaiian, and Pacific Islander (AA and NHPI)

Proper noun: Asian Americans, Native Hawaiians, and Pacific Islanders (AA and NHPIs)

- Groups included in analysis: Asian, Filipino, and Native Hawaiian or Other Pacific Islander
- Federal Register. 2021. "Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders." Published June 3, 2021. https://www.federalregister.gov/documents/2021/06/03/2021-11792/advancing-equity-justice-and-opportunity-for-asian-americans-native-hawaiians-and-pacific-islanders.
- **Note**: Because of the length of this term, it is abbreviated as Asian American and Pacific Islander (AAPI) in this report.

Black

Proper noun: Blacks

- American Psychological Association. 2023. "Racial and Ethnic Identity." APA Style. Last modified July 2022. https://apastyle.apa.org/style-grammar-guidelines/bias-free-language/racial-ethnic-minorities. The University of Chicago. 2010.
- "Names, Terms, and Titles of Works: Ethnic and national groups and associated adjectives." The Chicago Manual of Style Online. Accessed June 8, 2023. https://www.chicagomanualofstyle.org/book/ed17/part2/ch08/psec038.html.
- **Note**: While both the American Psychological Association and The University of Chicago endorse using 'Blacks' as a proper noun, we have chosen to use alternative terminology in this report after considering various perspectives. Following consultation with the City's Office of Race and Equity, we have chosen to use 'Black employees' or 'Black/AAs' instead.

Latino, Latina

Proper noun: Latinos, Latinas

- American Psychological Association. 2023. "Racial and Ethnic Identity." APA Style. Last modified July 2022. https://apastyle.apa.org/style-grammar-guidelines/bias-free-language/racial-ethnic-minorities. Britannica, T. Editors of Encyclopaedia.
- "What's the Difference Between Hispanic and Latino?" Encyclopedia Britannica. Accessed June 8, 2023. https://www.britannica.com/story/whats-the-difference-between-hispanic-and-latino. Pew Research Center. 2020.

- "About One-in-Four U.S. Hispanics Have Heard of Latinx, but Just 3% Use It." Published August 11, 2020. https://www.pewresearch.org/hispanic/2020/08/11/about-one-in-four-u-s-hispanics-have-heard-of-latinx-but-just-3-use-it/. The University of Chicago. 2010.
- "Names, Terms, and Titles of Works: Ethnic and national groups and associated adjectives." The Chicago Manual of Style Online. Accessed June 8, 2023. https://www.chicagomanualofstyle.org/book/ed17/part2/ch08/psec038.html.

People of Color - In this report, we use the terms 'People of Color' and 'Non-White' interchangeably to include all employees belonging to racial or ethnic categories other than White.

- American Psychological Association. 2023. "Racial and Ethnic Identity." APA Style. Last modified July 2022. https://apastyle.apa.org/style-grammar-guidelines/bias-free-language/racial-ethnic-minorities.

White

Proper noun: Whites

- American Psychological Association. 2023. "Racial and Ethnic Identity." APA Style. Last modified July 2022.
- https://apastyle.apa.org/style-grammar-guidelines/bias-free-language/racial-ethnic-minorities. The University of Chicago. 2010.
- "Names, Terms, and Titles of Works: Ethnic and national groups and associated adjectives." The Chicago Manual of Style Online. Accessed June 8, 2023. https://www.chicagomanualofstyle.org/book/ed17/part2/ch08/psec038.html.

Notes on Data Collection Issues Encountered

Timecard Data

For this study we collected and analyzed employee timecard data from 2010 - 2022. This effort had two goals:

Goal 1: Incorporating 'Non-Standard Hour' employees into the study.

In the 2019 study, we had to exclude nearly 2,000 employees from the analysis because they did not work standard hours. We knew how much they were paid for the entire year but did not know how many hours they worked to get paid that amount. Our goal was to use the timecard data to calculate an hourly pay rate for these employees so they could be included in the study.

Goal 2: Use timecard data to get actual overtime hours instead of estimates.

In our 2019 study, overtime hours were estimated for each employee. Their hourly rate was calculated from their yearly base pay. Their overtime pay was then divided by 1.5 times this hourly rate to get an estimated number of overtime hours. This was the best we could do with the data available. Our goal was to use the timecard data to get an actual number of overtime hours worked and break this down by the different types of overtime.

Issue 1 - *Overtime hours not always explicitly stated* - For 'Non-Standard Hour' employees, nearly all hours appear as "Regular Hours" and then OT hours are calculated on the back end based on the rules laid out in the MOUs.

Issue 2 - *Unique overtime logic required for each employee* - For full-time employees, we have the same issues as stated with the 'Non-Standard Hour' employees above. We also have issues with timecard codes being used differently for different employees. With the help of the Department of Finance, we were able to determine that these rules are based on the job's specific MOU and the employee's work schedule/working week. Each MOU has different FLSA attendance/absences codes that are eligible for overtime. We were able to acquire this data in early June 2023.

Issue 3 - *Timecard Edits* - Late in the project we discovered some issues regarding the accuracy of our timecard data. We noted instances where edits to timecards did not appear in the data we possessed, causing discrepancies that affected the reliability of our dataset.

This issue arises due to a system delay. The data is generated around two weeks after the end of a pay cycle, mirroring the City's paycheck issuance schedule. This means any edits made to the timecards beyond this two-week period are not captured in our dataset. This indicated a possible systemic issue with timecard data management, which we needed to address in order to even use that data.

To understand the extent of this problem, we decided to consult with colleagues from the Department of Finance. We had to discern how prevalent this issue was and how it might impact our objective of determining pay rates for part-time employees for inclusion in our study.

Our strategy to resolve this was to re-run the timecard reports for the period 2020-2022, comparing these with our current data to **assess** the scope of the problem. This approach enabled us to capture any edits not reflected in our existing dataset. By contrasting this new data pull with our existing data, we hoped to identify any discrepancies and, in turn, assess the prevalence and impact of the timecard edit issue. This investigation would provide a more accurate representation of the actual worked hours and the corresponding pay for all employees, including part-timers, thereby strengthening the integrity of our study.

We did not resolve this issue until near the end of June 2023. Unfortunately, this did not leave us enough time to incorporate this data into the study.

Conclusion – Timecard Data

The integration of employee timecard data presented several challenges, including implicit overtime hours, unique overtime logic, and timecard edits. Our efforts to address these issues have provided a more robust and reliable dataset, albeit not in time for this study. Moving forward, these insights will lay the foundation for a more comprehensive and precise pay equity study.

Personnel Data

We received two separate personnel files that needed to be merged. One file was the same as what was used in the 2019 study. The other provided data up until the present. Merging these files required extensive work that could have been avoided with a single data pull. Below are the issues that needed to be addressed.

1. **Mismatched column names**: The two datasets had different column names for the same variables. This issue was addressed by renaming the columns to a consistent format across all datasets.
2. **Variable types**: Some variables were not of the correct type, such as “personnel_area” and “employee_group”. These variables were converted to the appropriate types.
3. **Different structures**: The 2022 personnel data had an additional column (“department”) not present in the 2020 data. This was addressed by creating two versions of the 2022 data - one with the department, and one without it.
4. **Inconsistencies within data**: Some records had different job start dates or “most recent hire date” between the two files.
5. **Age groups**: The age group data in the 2020 data needed to be updated to align with the 2022 data.
6. **Duplicate records**: Duplicate records present in both datasets were identified and removed.
7. **Date formatting**: Date fields were inconsistent, necessitating standardization to a uniform format.
8. **Overlapping job positions**: Some records indicated that an individual held two positions at the same time, which needed to be resolved.
9. **Inconsistencies in employment status**: The process addressed discrepancies in employment status data between the two datasets.
10. **Missing department data in older records**: For records missing department data, the process inferred department information based on other related variables or more recent data.
11. **Separation data inconsistencies**: Anomalies in separation dates and reasons were addressed.
12. **Position overlap and end date**: Cases where the end date of a position overlapped with the start date of the next position were corrected.

Benefits Data

The benefits data were an integral part of the 2019 study. We did not receive this data until May 2023, almost seven months after the project began; however, we were still able to incorporate it into the final results.

Quantitative Methods and Results

To ensure full transparency and replicability, this report was written entirely in R Markdown, and that code has been provided to the City's Performance and Analytics team. This enables the report and its findings to be reproduced, from the raw data sources to the finished product, at the click of a button. Therefore, any questions on the methods that aren't answered in this appendix can be answered with the provided source code.

Data Sources

Compensation – We received compensation data from 2010-2022 that was nearly identical to the compensation reports that the City publishes each year[26]. The only differences were that the data was in CSV format and had a randomized employee ID (for de-identification purposes) that enabled us to join it to the other data with that same ID. It should be noted that we only ended up using data from 2011-2022 because the 2010 data only had total compensation.

Personnel – Demographic and job info for each City employee from 2009 to 2022 For any given year, an individual employee might appear many times on the personnel's dataset. This can be because they changed their position, or something about their position changed (e.g., went from hourly to salary). Each row in this dataset contained the following information:

- Job (with start and end date), Department, Gender, Ethnic Origin, Age Group (3-year windows), Hire Date (Original and Most Recent), Separation Date, Classified/Unclassified, Hourly/Salary, Hours (Non-Standard, Full-Time, Half Time, ¾ Time).

Employee Benefits

- *Medical Benefit Plans* – Plan, dates, dependents birthdays, employee contributions, etc.
- *Flex Spending Accounts* – Type (medical or dependent care), dates, and employee contribution.
- *Long Term Disability Claims* – Start and end date, claimant type (industrial, non-industrial, or pregnancy), and medical diagnosis code.
- *Retirement Plan* – Plan, dates, and contribution
- *Transportation Assistance Programs* – Plan type and dates.

Data Aggregation

Personnel

For the purposes of this study, we needed to get one observation per employee per year. The compensation data was already in this format; however, there was substantial engineering that was required to get the personnel data in this format.

1. Departments which were consolidated and/or had their names changed over the years were standardized to have consistent naming from one year to the next.
2. Any employment record that indicated a status of 'Withdrawn' or 'Inactive' was removed.
3. Any employee whose employment began after 12/31/2022 or ended before 1/1/2011 was removed.
4. Separate aggregations were performed to get the following variables for each employee per year:

[26] City of San Diego Employee Compensation Reports

a. Percent of given year employed.

b. Primary job and percent of given year in that job

c. Primary department and percent of given year in that department

d. Primary job type (see separate appendix on job types) and percentage of year in that job type.

e. Primary hours (i.e., non-standard, full-time 80, etc.) and percentage of year with those hours.

5. Used the benefits data to calculate the number of dependents and their birthdays for each employee.

6. Used the disability data to calculate the percent of each year that each employee spent on long term disability.

Study Inclusion Criteria

For an employee to be included in our study sample, they must have met the following criteria for the given year of study:

1. All employees must have worked standard hours (i.e., full-time, 3/4 time, or 1/2 time)

2. All employees must have had compensation data for the given year.

3. All employees must have been employed at least half of the year.

4. All employees must have worked the same hours all year (i.e., full-time, 3/4 time, or 1/2 time).

5. All employees must have worked in the same job type all year long.

6. All employees must not have been on long-term disability all year long.

7. All employees prorated total pay must have been > 80% of stated position minimum if they were not on long-term disability during the year. This was done to protect against including erroneous pay values, removes likely workman's comp employees, and still allows for likely underfilled positions and those on long-term disability.

8. For all analysis involving controls for children, employees must have utilized employee health benefits any time before age 50. This was done to protect against declaring an employee did not have children, when they had grown children who were no longer dependents.

Figure **34** below shows how many employees were filtered out at each step and the resulting study populations: one for analysis involving controls for children and one population for analysis that didn't involve controls for children.

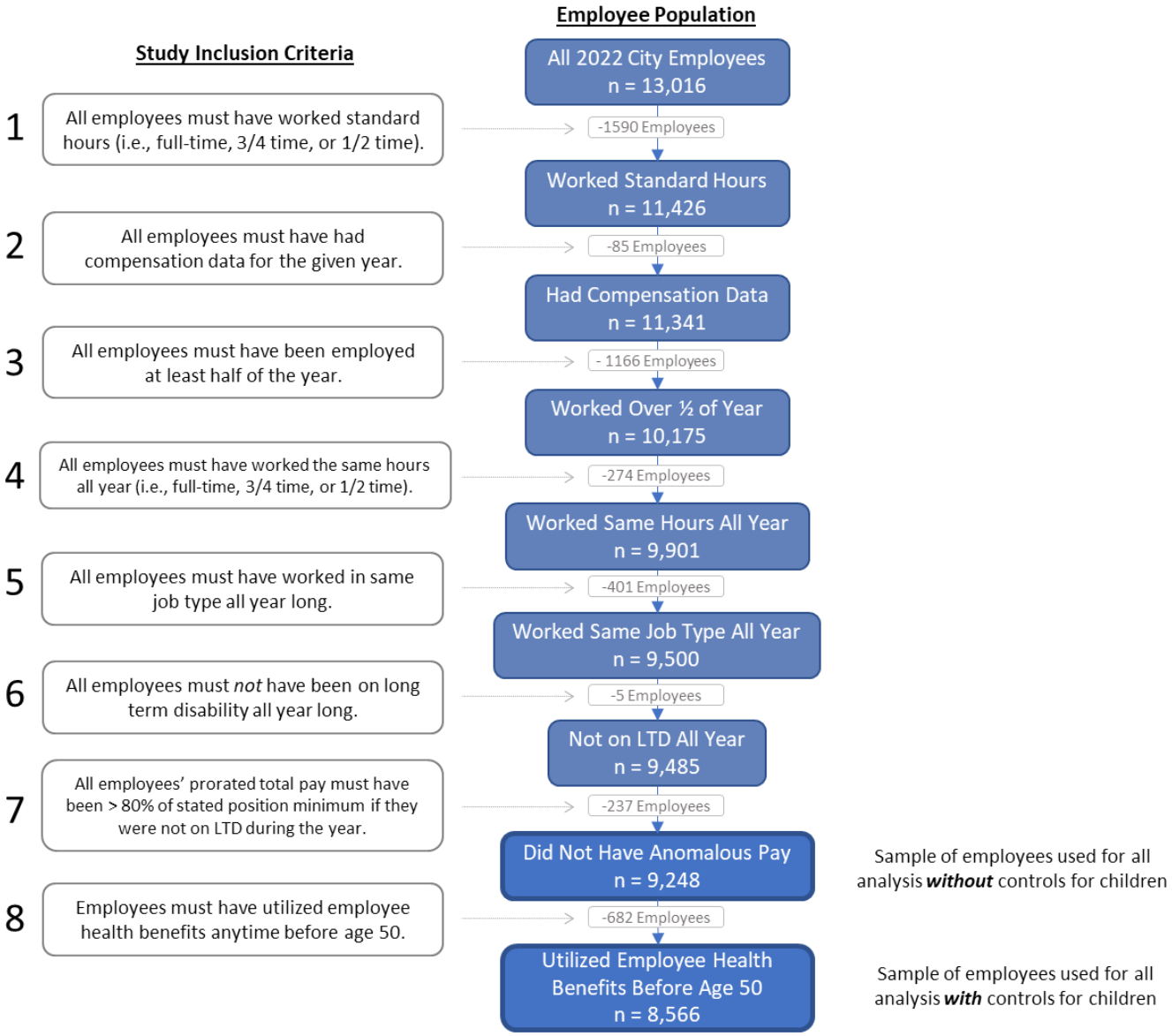


Figure 34: *Breakdown of Inclusion Criteria*

How we measured the pay gap

Most analyses of gender pay gaps look at two numbers:

1. Unadjusted Pay Gap – This is simply a comparison between the average pay of the two groups. It is the most common statistic cited when looking at the gender pay gap (e.g., "women make 76 cents to the dollar that men make"). While simple, it is inherently misleading and fraught with opportunities for misinterpretation. These misinterpretations can lead to policy changes that don't address root causes and are wasteful as a result. For these reasons, we chose to report this number for benchmarking purposes only.

2. Adjusted Pay Gap – This measure attempts to address the flaws with the unadjusted measure by accounting for differences between the groups (e.g., occupation, tenure, age, etc.) utilizing a statistical technique known as multivariate regression. This method is helpful and was part of our analysis toolbelt; however, it has one main drawback: it assumes that the labor market treats both groups equitably – that is, it assumes that an extra year of tenure or having a child will have the same effect on both groups. For this reason, our main tool for analyzing the City of San Diego's

pay gaps was a methodology known as Oaxaca-Blinder decomposition (Oaxaca 1973; Blinder 1973). However, standard multivariate regression was also utilized to explore specific findings in more detail.

Oaxaca-Blinder Decomposition

The Oaxaca-Blinder decomposition breaks the pay gap into two parts:

1. Explained - That which can be explained by differences in the average characteristics between the two groups (e.g., the average man is more likely to work a higher paying job type than the average woman or the average woman takes less overtime than the average man).

2. Unexplained - The unexplained part of the pay gap accounts for differences in pay between the groups resulting from something that is either unmeasured or unmeasurable. Mathematically, when the groups have different coefficients for an observed variable, that is an unexplained contributor to the pay gap. For example, if the coefficient for the `tenure` variable was different between men and women, it would indicate that men and women get different returns in the labor market for their tenure.

All Oaxaca-Blinder decomposition analysis performed in this report was done utilizing the `oaxaca` R package by Marek Hlavac (2014). The mathematical details behind this technique can be found in the package's documentation. Additionally, Glassdoor's 2016 gender pay gap report (Chamberlain 2016) provides a great high-level overview of the technique's math, while Jann (2008) provides an excellent detailed description of the math behind the technique.

At a high-level, the two-fold Oaxaca-Blinder decomposition analysis performed in this report requires three separate multivariate regression models/equations: one performed on the data from each group (e.g., men and women), and one whose resulting coefficients represent what the values are in a world with 'no-discrimination'. The coefficients of the latter model are used as a reference to compare against the coefficients of the models of the two groups. Any statistically significant differences between the coefficients are considered unexplained contributors to the pay gap.

Techniques for establishing the set of reference coefficients differ. Often, either just the male or female coefficients are used; however, this assumes that only one of the two groups faces discrimination, and it caused problems in our analysis due to highly unbalanced samples between genders and races in certain job types (e.g., Fire Fighter). Another method is to do a weighted average of the coefficients of each group with either equal weights (Reimers 1983) or weights based on the proportion of each group (Cotton 1988); however, this caused some un-intuitive results in our analysis that were difficult to explain given other findings. The last technique used by researchers involves using the coefficients of a regression model utilizing all observations from both groups (e.g., men and women). This model either does not include (Neumark 1988) or includes (Jann 2008) the group indicator variable as an additional regressor. This report uses the latter of these two methodologies.

Overall pay gap source breakdown

For the gender and racial and ethnic pay gaps, the Oaxaca-Blinder decomposition analyses were performed on the 2022 child-control study population (n = 8559).

Y Variable

- log(Prorated Total Pay)

X Variables

- Approximate City Tenure (years)

- *Percent of Year on LTD Group* (None, Under 3 Months, or Over 3 Months) - As a continuous variable, 'Percent of Year on LTD' was not linearly related with pay. Therefore, this variable was binned into discrete groups.
- *Age Group* (Under 30, 30-34, 35-39, 40-49, 50-59, 60+) - As a continuous variable, age was not linearly related with pay. Therefore, this variable was binned into age groups.
- *Age at First Child* (No Children, under 23, 23-28, 29-35, Over 35)
- *Overtime Difference From Job Mean* (Z-Score) - the average number of overtime hours for each job was calculated and each employee's overtime hours were compared to their job's average to determine how their overtime usage compared to their peers. This number was standardized into a z-score so inter-job comparisons could be made.
- *Job Type* - A job type was placed into an 'Other' group if the probability of detecting a large effect (Cohen's d = 1) between the groups within that job type was less than 20%. That other group was split into two separate job types: one in which the job types were more than 90% men and one containing all the rest.
- *Level of Education* - (Unknown, Some High School, High School, Some College, Completed Associates, Completed Bachelors, Some Graduate or Graduate Certification, or Graduate Degree) Unknown used as the base case.

Pay Gap Decomposition

The following tables show the complete results from this analysis. For the gender pay gap, Table **38** shows the explained portion, while Table **39** shows the unexplained portion. For the racial and ethnic pay gap, Table **40** shows the explained portion, while Table **41**. These resulting percent pay gaps seen in these tables were extrapolated to the full study population (n = 9344) to get a complete picture of the role that children play on the pay gap. These are the results reported in the body of the report.

Table 38: *2022 Gender Pay Gap - Explained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)	0.0000	0.0000		0%	
approx_city_tenure_yrs	0.0008	0.0022	p=0.355	0.48%	Demographics
LTD_Under_3mo**	0.0026	0.0010	p=0.004	1.53%	Demographics
LTD_Over_3mo***	0.0032	0.0008	p<0.001	1.92%	Demographics
age_30_34	0.0004	0.0015	p=0.402	0.21%	Demographics
age_35_39	0.0023	0.0019	p=0.117	1.37%	Demographics
age_40_49*	0.0073	0.0032	p=0.012	4.32%	Demographics
age_50_59**	-0.0071	0.0030	p=0.009	-4.22%	Demographics
age_60_ovr*	-0.0029	0.0016	p=0.032	-1.72%	Demographics
educ_lvl_no_na_completed_associates	0.0000	0.0001	p=0.387	0.01%	Education
educ_lvl_no_na_completed_bachelors**	-0.0014	0.0005	p=0.003	-0.81%	Education
educ_lvl_no_na_graduate_degree***	-0.0081	0.0012	p<0.001	-4.81%	Education
educ_lvl_no_na_high_school	-0.0001	0.0002	p=0.365	-0.04%	Education
educ_lvl_no_na_some_college	0.0003	0.0003	p=0.130	0.17%	Education
educ_lvl_no_na_some_graduate_graduate_certification	-0.0002	0.0002	p=0.165	-0.12%	Education
educ_lvl_no_na_some_high_school	0.0000	0.0001	p=0.290	-0.02%	Education
age_at_first_child_23_28	0.0001	0.0002	p=0.249	0.07%	Demographics
age_at_first_child_29_35*	0.0006	0.0004	p=0.041	0.36%	Demographics

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
age_at_first_child_Over_35*	0.0006	0.0003	p=0.022	0.37%	Demographics
age_at_first_child_Under_22	0.0004	0.0003	p=0.110	0.25%	Demographics
ovtm_hrs_job_z***	0.0099	0.0021	p<0.001	5.87%	Overtime
job_tp_Accounting_and_Finance***	-0.0019	0.0006	p<0.001	-1.15%	Occ Sorting
job_tp_Administrative_Support***	0.0765	0.0048	p<0.001	45.28%	Occ Sorting
job_tp_Building_Trades_and_Facilities_Maint***	-0.0035	0.0006	p<0.001	-2.06%	Occ Sorting
job_tp_Chemist_Biologist	0.0003	0.0005	p=0.244	0.2%	Occ Sorting
job_tp_City_Attorney***	-0.0115	0.0020	p<0.001	-6.79%	Occ Sorting
job_tp_City_Atty_Invstgtr	0.0000	0.0000	p=0.487	0%	Occ Sorting
job_tp_City_Council_Support	0.0000	0.0003	p=0.474	0.01%	Occ Sorting
job_tp_Cmnty_Dev_Spec	0.0003	0.0003	p=0.157	0.15%	Occ Sorting
job_tp_Code_Compliance_Officer	0.0004	0.0007	p=0.277	0.23%	Occ Sorting
job_tp_Collections	0.0006	0.0004	p=0.072	0.34%	Occ Sorting
job_tp_Communications	0.0004	0.0003	p=0.103	0.22%	Occ Sorting
job_tp_Crime_Lab***	-0.0018	0.0005	p<0.001	-1.04%	Occ Sorting
job_tp_Crime_Scene_Spec_and_Print_Examiners	-0.0001	0.0001	p=0.160	-0.08%	Occ Sorting
job_tp_Custodian	0.0010	0.0008	p=0.110	0.58%	Occ Sorting
job_tp_Development_Project_Manager	-0.0001	0.0002	p=0.272	-0.08%	Occ Sorting
job_tp_Director***	-0.0060	0.0018	p<0.001	-3.56%	Occ Sorting
job_tp_Engineer_Civil	-0.0004	0.0015	p=0.394	-0.24%	Occ Sorting
job_tp_Fire_Dispatch**	-0.0012	0.0004	p=0.003	-0.7%	Occ Sorting
job_tp_Fire_Fighter***	0.0399	0.0029	p<0.001	23.6%	Occ Sorting
job_tp_Fire_Prevention	0.0003	0.0003	p=0.193	0.15%	Occ Sorting
job_tp_Information_Systems	-0.0003	0.0003	p=0.106	-0.2%	Occ Sorting
job_tp_Librarian***	0.0226	0.0025	p<0.001	13.38%	Occ Sorting
job_tp_Lifeguard***	0.0009	0.0003	p<0.001	0.56%	Occ Sorting
job_tp_Other_Job_Tp_Over_90pct_Male***	-0.0094	0.0018	p<0.001	-5.55%	Occ Sorting
job_tp_Park_Ranger	0.0000	0.0003	p=0.438	-0.03%	Occ Sorting
job_tp_Parking_Enforcement	0.0001	0.0005	p=0.451	0.04%	Occ Sorting
job_tp_Parks_Grounds_Maintenance***	-0.0187	0.0022	p<0.001	-11.1%	Occ Sorting
job_tp_Plan_Review_Spec**	0.0011	0.0004	p=0.002	0.65%	Occ Sorting
job_tp_Planner	-0.0004	0.0004	p=0.117	-0.25%	Occ Sorting
job_tp_Police_Dispatch***	-0.0036	0.0008	p<0.001	-2.12%	Occ Sorting
job_tp_Police_Officer***	0.0596	0.0041	p<0.001	35.29%	Occ Sorting
job_tp_Program_Manager**	-0.0033	0.0012	p=0.003	-1.95%	Occ Sorting
job_tp_Proj_Offcr_and_Eng_Aide	-0.0002	0.0003	p=0.254	-0.12%	Occ Sorting
job_tp_Rec_Center_Leadership***	0.0049	0.0012	p<0.001	2.87%	Occ Sorting
job_tp_Refuse_Collection***	-0.0044	0.0007	p<0.001	-2.62%	Occ Sorting
job_tp_Reservoir_Mgmt	0.0003	0.0006	p=0.303	0.17%	Occ Sorting
job_tp_Risk_Mgmt_Claims	-0.0002	0.0002	p=0.123	-0.11%	Occ Sorting
job_tp_Swimming_Pool_Mgmt*	0.0008	0.0004	p=0.034	0.46%	Occ Sorting
job_tp_Transportation_Public_Works***	-0.0102	0.0012	p<0.001	-6.04%	Occ Sorting
job_tp_Wastewater_Plant_Operations**	0.0008	0.0003	p=0.003	0.46%	Occ Sorting

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Water_System_Tech***	-0.0025	0.0006	p<0.001	-1.5%	Occ Sorting
job_tp_Water_Utility_Worker***	-0.0029	0.0005	p<0.001	-1.71%	Occ Sorting
(Base)*	0.0000	0.0000	p=0.013	0%	Occ Sorting

*p≤0.05, **p≤0.01, ***p≤0.001

Table 39: *2022 Gender Pay Gap - Unexplained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)	0.0092	0.0279	p=0.371	5.42%	
approx_city_tenure_yrs*	0.0224	0.0134	p=0.047	13.25%	Unexplained
LTD_Under_3mo	-0.0004	0.0012	p=0.388	-0.21%	Unexplained
LTD_Over_3mo	-0.0002	0.0007	p=0.372	-0.14%	Unexplained
age_30_34	0.0019	0.0047	p=0.341	1.14%	Unexplained
age_35_39	-0.0024	0.0026	p=0.179	-1.43%	Unexplained
age_40_49	-0.0075	0.0093	p=0.211	-4.43%	Unexplained
age_50_59	-0.0018	0.0084	p=0.416	-1.05%	Unexplained
age_60_ovr	-0.0008	0.0051	p=0.438	-0.47%	Unexplained
educ_lvl_no_na_completed_associates**	0.0045	0.0015	p=0.001	2.66%	Unexplained
educ_lvl_no_na_completed_bachelors	-0.0013	0.0025	p=0.299	-0.79%	Unexplained
educ_lvl_no_na_graduate_degree	0.0017	0.0026	p=0.261	0.99%	Unexplained
educ_lvl_no_na_high_school	0.0009	0.0009	p=0.153	0.52%	Unexplained
educ_lvl_no_na_some_college	0.0020	0.0022	p=0.178	1.18%	Unexplained
educ_lvl_no_na_some_graduate_graduate_certification	0.0000	0.0007	p=0.499	0%	Unexplained
educ_lvl_no_na_some_high_school	-0.0001	0.0001	p=0.136	-0.06%	Unexplained
age_at_first_child_23_28**	0.0078	0.0028	p=0.002	4.62%	Child Effect Diff
age_at_first_child_29_35	0.0039	0.0033	p=0.117	2.33%	Child Effect Diff
age_at_first_child_Over_35	-0.0006	0.0021	p=0.382	-0.37%	Child Effect Diff
age_at_first_child_Under_22	0.0019	0.0015	p=0.094	1.14%	Child Effect Diff
ovtm_hrs_job_z**	-0.0013	0.0005	p=0.009	-0.74%	Unexplained
job_tp_Accounting_and_Finance	-0.0002	0.0006	p=0.374	-0.12%	Unexplained
job_tp_Administrative_Support***	-0.0126	0.0039	p<0.001	-7.45%	Unexplained
job_tp_Building_Trades_and_Facilities_Maint**	0.0011	0.0004	p=0.007	0.64%	Unexplained
job_tp_Chemist_Biologist*	-0.0015	0.0008	p=0.027	-0.89%	Unexplained
job_tp_City_Attorney***	-0.0032	0.0009	p<0.001	-1.88%	Unexplained
job_tp_City_Atty_Invstgtr	0.0000	0.0002	p=0.453	0.01%	Unexplained
job_tp_City_Council_Support	-0.0006	0.0006	p=0.187	-0.33%	Unexplained
job_tp_Cmnty_Dev_Spec	-0.0001	0.0003	p=0.407	-0.05%	Unexplained
job_tp_Code_Compliance_Officer	-0.0001	0.0003	p=0.380	-0.05%	Unexplained
job_tp_Collections	0.0000	0.0002	p=0.420	-0.03%	Unexplained
job_tp_Communications*	-0.0003	0.0002	p=0.034	-0.19%	Unexplained
job_tp_Crime_Lab	-0.0004	0.0003	p=0.051	-0.27%	Unexplained
job_tp_Crime_Scene_Spec_and_Print_Examiners	-0.0001	0.0002	p=0.245	-0.08%	Unexplained
job_tp_Custodian	0.0000	0.0002	p=0.416	-0.02%	Unexplained

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Development_Project_Manager	-0.0003	0.0002	p=0.074	-0.2%	Unexplained
job_tp_Director	-0.0007	0.0006	p=0.100	-0.43%	Unexplained
job_tp_Engineer_Civil	-0.0026	0.0020	p=0.098	-1.51%	Unexplained
job_tp_Fire_Dispatch	-0.0003	0.0004	p=0.238	-0.17%	Unexplained
job_tp_Fire_Fighter***	0.0085	0.0021	p<0.001	5.02%	Unexplained
job_tp_Fire_Prevention	0.0001	0.0001	p=0.209	0.05%	Unexplained
job_tp_Information_Systems	0.0001	0.0004	p=0.435	0.04%	Unexplained
job_tp_Librarian**	-0.0053	0.0019	p=0.003	-3.11%	Unexplained
job_tp_Lifeguard	0.0004	0.0004	p=0.164	0.24%	Unexplained
job_tp_Other_Job_Tp_Over_90pct_Male**	0.0043	0.0016	p=0.003	2.56%	Unexplained
job_tp_Park_Ranger	-0.0001	0.0003	p=0.344	-0.07%	Unexplained
job_tp_Parking_Enforcement	0.0004	0.0003	p=0.093	0.24%	Unexplained
job_tp_Parks_Grounds_Maintenance*	0.0017	0.0010	p=0.049	0.98%	Unexplained
job_tp_Plan_Review_Spec*	-0.0008	0.0005	p=0.043	-0.49%	Unexplained
job_tp_Planner	-0.0008	0.0008	p=0.129	-0.5%	Unexplained
job_tp_Police_Dispatch**	-0.0022	0.0008	p=0.002	-1.31%	Unexplained
job_tp_Police_Officer***	0.0098	0.0030	p<0.001	5.83%	Unexplained
job_tp_Program_Manager**	-0.0014	0.0006	p=0.005	-0.85%	Unexplained
job_tp_Proj_Offcr_and_Eng_Aide	-0.0006	0.0006	p=0.151	-0.35%	Unexplained
job_tp_Rec_Center_Leadership*	-0.0011	0.0007	p=0.050	-0.65%	Unexplained
job_tp_Refuse_Collection*	0.0009	0.0004	p=0.014	0.54%	Unexplained
job_tp_Reservoir_Mgmt	-0.0001	0.0003	p=0.372	-0.05%	Unexplained
job_tp_Risk_Mgmt_Claims	-0.0004	0.0003	p=0.051	-0.24%	Unexplained
job_tp_Swimming_Pool_Mgmt	-0.0003	0.0002	p=0.079	-0.2%	Unexplained
job_tp_Transportation_Public_Works***	0.0025	0.0008	p<0.001	1.47%	Unexplained
job_tp_Wastewater_Plant_Operations	0.0001	0.0003	p=0.372	0.05%	Unexplained
job_tp_Water_System_Tech***	0.0016	0.0005	p<0.001	0.96%	Unexplained
job_tp_Water_Utility_Worker**	0.0012	0.0005	p=0.004	0.73%	Unexplained
(Base)*	-0.0038	0.0021	p=0.034	-2.27%	Unexplained

*p≤0.05, **p≤0.01, ***p≤0.001

Table 40: *2022 Racial and Ethnic Pay Gap - Explained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)	0.0000	0.0000		0%	
approx_city_tenure_yrs**	0.0049	0.0020	p=0.009	2.07%	Demographics
LTD_Under_3mo*	0.0007	0.0004	p=0.023	0.31%	Demographics
LTD_Over_3mo	0.0004	0.0005	p=0.193	0.19%	Demographics
age_30_34*	-0.0025	0.0013	p=0.030	-1.06%	Demographics
age_35_39	0.0013	0.0017	p=0.213	0.57%	Demographics
age_40_49***	0.0123	0.0030	p<0.001	5.24%	Demographics
age_50_59	-0.0011	0.0024	p=0.329	-0.46%	Demographics
age_60_ovr	-0.0017	0.0013	p=0.091	-0.72%	Demographics

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
educ_lvl_no_na_completed_associates	0.0000	0.0001	p=0.429	0.01%	Education
educ_lvl_no_na_completed_bachelors**	0.0012	0.0004	p=0.002	0.5%	Education
educ_lvl_no_na_graduate_degree***	0.0065	0.0010	p<0.001	2.79%	Education
educ_lvl_no_na_high_school*	0.0008	0.0004	p=0.021	0.33%	Education
educ_lvl_no_na_some_college**	0.0009	0.0003	p=0.002	0.37%	Education
educ_lvl_no_na_some_graduate_graduate_certification	0.0002	0.0002	p=0.125	0.08%	Education
educ_lvl_no_na_some_high_school	0.0000	0.0001	p=0.373	-0.01%	Education
age_at_first_child_23_28	-0.0004	0.0004	p=0.131	-0.17%	Demographics
age_at_first_child_29_35*	0.0006	0.0003	p=0.041	0.23%	Demographics
age_at_first_child_Over_35*	0.0013	0.0006	p=0.012	0.55%	Demographics
age_at_first_child_Under_22	0.0007	0.0007	p=0.160	0.3%	Demographics
ovtm_hrs_job_z***	-0.0099	0.0019	p<0.001	-4.23%	Overtime
job_tp_Accounting_and_Finance	-0.0005	0.0004	p=0.134	-0.21%	Occ Sorting
job_tp_Administrative_Support***	0.0232	0.0021	p<0.001	9.91%	Occ Sorting
job_tp_Building_Trades_and_Facilities_Maint**	0.0017	0.0006	p=0.001	0.74%	Occ Sorting
job_tp_Chemist_Biologist	0.0000	0.0001	p=0.456	0.01%	Occ Sorting
job_tp_City_Attorney***	0.0107	0.0017	p<0.001	4.58%	Occ Sorting
job_tp_City_Atty_Invstgtr	0.0000	0.0001	p=0.466	0%	Occ Sorting
job_tp_City_Council_Support	0.0000	0.0001	p=0.382	-0.01%	Occ Sorting
job_tp_Cmnty_Dev_Spec	0.0000	0.0001	p=0.375	0.01%	Occ Sorting
job_tp_Code_Compliance_Officer**	0.0014	0.0006	p=0.005	0.62%	Occ Sorting
job_tp_Collections**	0.0005	0.0002	p=0.005	0.23%	Occ Sorting
job_tp_Communications	-0.0003	0.0002	p=0.131	-0.11%	Occ Sorting
job_tp_Communications_Tech	0.0001	0.0001	p=0.182	0.06%	Occ Sorting
job_tp_Crime_Lab	0.0005	0.0003	p=0.057	0.23%	Occ Sorting
job_tp_Crime_Scene_Spec_and_Print_Examiners	0.0001	0.0001	p=0.196	0.03%	Occ Sorting
job_tp_Development_Inspector	0.0002	0.0001	p=0.111	0.08%	Occ Sorting
job_tp_Director***	0.0072	0.0017	p<0.001	3.08%	Occ Sorting
job_tp_Disposal_Site_Operations	0.0004	0.0004	p=0.206	0.15%	Occ Sorting
job_tp_Electrician_and_Plant_Proc_Cntrl	-0.0003	0.0002	p=0.092	-0.12%	Occ Sorting
job_tp_Engineer_Civil	0.0019	0.0017	p=0.132	0.82%	Occ Sorting
job_tp_Executive_Assistant	0.0004	0.0003	p=0.134	0.15%	Occ Sorting
job_tp_Fire_Dispatch	-0.0002	0.0004	p=0.296	-0.09%	Occ Sorting
job_tp_Fire_Fighter***	0.0326	0.0029	p<0.001	13.91%	Occ Sorting
job_tp_Fire_Prevention**	0.0010	0.0003	p=0.002	0.4%	Occ Sorting
job_tp_Fleet_Technician***	0.0012	0.0004	p<0.001	0.53%	Occ Sorting
job_tp_Information_Systems	0.0001	0.0002	p=0.264	0.05%	Occ Sorting
job_tp_Land_Surveying*	0.0012	0.0006	p=0.018	0.49%	Occ Sorting
job_tp_Librarian*	0.0024	0.0012	p=0.024	1.03%	Occ Sorting
job_tp_Lifeguard***	0.0023	0.0007	p<0.001	0.98%	Occ Sorting
job_tp_Other_Equip_Tech	0.0000	0.0001	p=0.458	0%	Occ Sorting
job_tp_Paralegal	0.0000	0.0001	p=0.331	-0.01%	Occ Sorting
job_tp_Park_Ranger*	-0.0005	0.0003	p=0.038	-0.21%	Occ Sorting

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Parking_Enforcement**	0.0010	0.0004	p=0.002	0.44%	Occ Sorting
job_tp_Parks_Grounds_Maintenance***	0.0176	0.0018	p<0.001	7.49%	Occ Sorting
job_tp_Plan_Review_Spec	0.0003	0.0002	p=0.149	0.11%	Occ Sorting
job_tp_Planner	0.0002	0.0001	p=0.108	0.08%	Occ Sorting
job_tp_Police_Dispatch	0.0004	0.0003	p=0.112	0.17%	Occ Sorting
job_tp_Police_Officer***	0.0438	0.0043	p<0.001	18.66%	Occ Sorting
job_tp_Program_Manager***	0.0030	0.0009	p<0.001	1.27%	Occ Sorting
job_tp_Proj_Offcr_and_Eng_Aide	0.0002	0.0002	p=0.131	0.09%	Occ Sorting
job_tp_Public_Utilities_Field_Rep**	0.0018	0.0006	p=0.001	0.77%	Occ Sorting
job_tp_Rec_Center_Leadership	0.0010	0.0010	p=0.151	0.42%	Occ Sorting
job_tp_Refuse_Collection***	0.0035	0.0007	p<0.001	1.49%	Occ Sorting
job_tp_Reservoir_Mgmt	-0.0006	0.0005	p=0.119	-0.25%	Occ Sorting
job_tp_Risk_Mgmt_Claims	-0.0002	0.0001	p=0.059	-0.07%	Occ Sorting
job_tp_Transportation_Public_Works***	0.0107	0.0013	p<0.001	4.58%	Occ Sorting
job_tp_Utilities_Tech_Other	0.0001	0.0002	p=0.380	0.03%	Occ Sorting
job_tp_Utility_Plant_Tech	-0.0001	0.0002	p=0.238	-0.06%	Occ Sorting
job_tp_Wastewater_Plant_Operations**	-0.0007	0.0003	p=0.007	-0.32%	Occ Sorting
job_tp_Water_Plant_Operations	-0.0002	0.0002	p=0.124	-0.08%	Occ Sorting
job_tp_Water_System_Tech**	0.0013	0.0005	p=0.006	0.54%	Occ Sorting
job_tp_Water_Utility_Worker***	0.0026	0.0006	p<0.001	1.12%	Occ Sorting
(Base)	0.0000	0.0000	p=0.241	0%	Occ Sorting

*p≤0.05, **p≤0.01, ***p≤0.001

Table 41: *2022 Racial and Ethnic Pay Gap - Unexplained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)*	0.0537	0.0269	p=0.023	22.9%	Unexplained
approx_city_tenure_yrs	-0.0040	0.0103	p=0.347	-1.73%	Unexplained
LTD_Under_3mo	-0.0006	0.0010	p=0.287	-0.25%	Unexplained
LTD_Over_3mo	0.0003	0.0006	p=0.304	0.13%	Unexplained
age_30_34	-0.0034	0.0046	p=0.229	-1.45%	Unexplained
age_35_39	-0.0018	0.0030	p=0.279	-0.75%	Unexplained
age_40_49	-0.0004	0.0099	p=0.483	-0.18%	Unexplained
age_50_59	0.0018	0.0078	p=0.410	0.75%	Unexplained
age_60_ovr	0.0046	0.0045	p=0.152	1.98%	Unexplained
educ_lvl_no_na_completed_associates	0.0006	0.0012	p=0.317	0.24%	Unexplained
educ_lvl_no_na_completed_bachelors**	-0.0079	0.0026	p=0.001	-3.37%	Unexplained
educ_lvl_no_na_graduate_degree***	-0.0086	0.0022	p<0.001	-3.65%	Unexplained
educ_lvl_no_na_high_school	-0.0009	0.0007	p=0.090	-0.39%	Unexplained
educ_lvl_no_na_some_college	-0.0018	0.0015	p=0.111	-0.78%	Unexplained
educ_lvl_no_na_some_graduate_graduate_certification	-0.0004	0.0005	p=0.213	-0.18%	Unexplained
educ_lvl_no_na_some_high_school	-0.0001	0.0001	p=0.225	-0.03%	Unexplained
age_at_first_child_23_28*	0.0033	0.0019	p=0.045	1.39%	Child Effect Diff

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
age_at_first_child_29_35	0.0036	0.0034	p=0.146	1.51%	Child Effect Diff
age_at_first_child_Over_35	-0.0003	0.0022	p=0.452	-0.12%	Child Effect Diff
age_at_first_child_Under_22*	0.0020	0.0009	p=0.011	0.87%	Child Effect Diff
ovtm_hrs_job_z	0.0000	0.0002	p=0.404	-0.02%	Unexplained
job_tp_Accounting_and_Finance	0.0007	0.0006	p=0.124	0.29%	Unexplained
job_tp_Administrative_Support	-0.0034	0.0023	p=0.068	-1.47%	Unexplained
job_tp_Building_Trades_and_Facilities_Maint	0.0003	0.0005	p=0.298	0.11%	Unexplained
job_tp_Chemist_Biologist	0.0001	0.0006	p=0.423	0.05%	Unexplained
job_tp_City_Attorney**	0.0017	0.0007	p=0.008	0.74%	Unexplained
job_tp_City_Atty_Invstgtr	0.0002	0.0002	p=0.132	0.08%	Unexplained
job_tp_City_Council_Support	0.0006	0.0005	p=0.102	0.25%	Unexplained
job_tp_Cmnty_Dev_Spec	-0.0003	0.0002	p=0.060	-0.11%	Unexplained
job_tp_Code_Compliance_Officer	-0.0001	0.0002	p=0.339	-0.04%	Unexplained
job_tp_Collections	-0.0001	0.0002	p=0.230	-0.05%	Unexplained
job_tp_Communications	0.0000	0.0001	p=0.440	-0.01%	Unexplained
job_tp_Communications_Tech*	0.0005	0.0003	p=0.034	0.23%	Unexplained
job_tp_Crime_Lab	0.0003	0.0003	p=0.197	0.12%	Unexplained
job_tp_Crime_Scene_Spec_and_Print_Examiners	0.0000	0.0001	p=0.498	0%	Unexplained
job_tp_Development_Inspector	-0.0002	0.0002	p=0.138	-0.1%	Unexplained
job_tp_Director	-0.0001	0.0005	p=0.395	-0.06%	Unexplained
job_tp_Disposal_Site_Operations	0.0004	0.0005	p=0.186	0.19%	Unexplained
job_tp_Electrician_and_Plant_Proc_Cntrl**	-0.0011	0.0004	p=0.001	-0.46%	Unexplained
job_tp_Engineer_Civil	0.0002	0.0016	p=0.442	0.1%	Unexplained
job_tp_Executive_Assistant	0.0006	0.0004	p=0.054	0.24%	Unexplained
job_tp_Fire_Dispatch	0.0000	0.0004	p=0.440	0.02%	Unexplained
job_tp_Fire_Fighter	-0.0032	0.0022	p=0.075	-1.38%	Unexplained
job_tp_Fire_Prevention	-0.0001	0.0002	p=0.359	-0.03%	Unexplained
job_tp_Fleet_Technician**	-0.0013	0.0005	p=0.007	-0.55%	Unexplained
job_tp_Information_Systems	-0.0006	0.0004	p=0.095	-0.24%	Unexplained
job_tp_Land_Surveying	0.0003	0.0004	p=0.233	0.13%	Unexplained
job_tp_Librarian*	0.0027	0.0012	p=0.013	1.17%	Unexplained
job_tp_Lifeguard	0.0004	0.0006	p=0.280	0.16%	Unexplained
job_tp_Other_Equip_Tech	0.0002	0.0004	p=0.329	0.08%	Unexplained
job_tp_Paralegal	-0.0001	0.0002	p=0.212	-0.06%	Unexplained
job_tp_Park_Ranger	0.0003	0.0003	p=0.110	0.14%	Unexplained
job_tp_Parking_Enforcement	-0.0002	0.0003	p=0.215	-0.1%	Unexplained
job_tp_Parks_Grounds_Maintenance	-0.0011	0.0010	p=0.126	-0.46%	Unexplained
job_tp_Plan_Review_Spec	-0.0005	0.0004	p=0.095	-0.2%	Unexplained
job_tp_Planner	0.0002	0.0006	p=0.331	0.1%	Unexplained
job_tp_Police_Dispatch	-0.0007	0.0006	p=0.113	-0.32%	Unexplained
job_tp_Police_Officer	0.0018	0.0036	p=0.306	0.77%	Unexplained
job_tp_Program_Manager	0.0005	0.0005	p=0.147	0.22%	Unexplained
job_tp_Proj_Offcr_and_Eng_Aide**	-0.0011	0.0004	p=0.005	-0.49%	Unexplained

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Public_Utilities_Field_Rep	-0.0002	0.0002	p=0.209	-0.08%	Unexplained
job_tp_Rec_Center_Leadership	-0.0009	0.0006	p=0.061	-0.38%	Unexplained
job_tp_Refuse_Collection	-0.0005	0.0004	p=0.129	-0.21%	Unexplained
job_tp_Reservoir_Mgmt	0.0002	0.0003	p=0.259	0.08%	Unexplained
job_tp_Risk_Mgmt_Claims	-0.0001	0.0001	p=0.275	-0.03%	Unexplained
job_tp_Transportation_Public_Works	-0.0005	0.0007	p=0.262	-0.2%	Unexplained
job_tp_Utilities_Tech_Other	-0.0003	0.0004	p=0.201	-0.12%	Unexplained
job_tp_Utility_Plant_Tech	0.0002	0.0004	p=0.310	0.08%	Unexplained
job_tp_Wastewater_Plant_Operations	-0.0003	0.0004	p=0.176	-0.14%	Unexplained
job_tp_Water_Plant_Operations	-0.0003	0.0002	p=0.097	-0.12%	Unexplained
job_tp_Water_System_Tech	-0.0007	0.0007	p=0.169	-0.29%	Unexplained
job_tp_Water_Utility_Worker	0.0001	0.0004	p=0.362	0.06%	Unexplained
(Base)***	0.0111	0.0026	p<0.001	4.72%	Unexplained

*p≤0.05, **p≤0.01, ***p≤0.001

Parenthood Penalty

For both the gender and racial and ethnic pay gaps, the parenthood penalty analyses were performed on the 2022 child-control study population (n = 8559). Given that this was a targeted analysis resulting from a Oaxaca-Blinder decomposition finding, standard multivariate regression with the following variables was utilized:

Y Variable

- Prorated Non-Overtime Pay

X Variables

- Approximate City Tenure (years)
- *Age Group* (Under 30, 30-34, 35-39, 40-49, 50-59, 60+) - Same methodology at Oaxaca analysis.
- *Gender* (Male or Female)
- *Race/Ethnicity* (White or Non-White)
- *Has Children* (Yes or No)
- Interaction of *Gender, Race/Ethnicity, and Have Children (Y, N) variables.*
- *Job Type* - Same methodology at Oaxaca analysis.

Table **42** shows the results of the multivariate regression analysis used as the basis for Figure **31**. The base case for each categorical variable is as follows: Age Group = '30-34', Gender = 'Female', Race/Ethnicity = 'Non-White', Has Children = 'No', and Job Type = 'Other'. The expected values that Figure **31** are displaying are point estimates and prediction standard errors from this regression for an employee with: average tenure (~13 years), Age 30-34, and with the 'Other` job type. This job type is the closest to the City average for non-overtime pay while still with a sufficient sample size. The reported p-values on Figure **31** are from t-tests utilizing the group sample size and the prediction standard error.

Table 42: *Complete Regression Results - Parenthood Penalty Findings*

Term	Estimate	p-value	95%-Lower	95%-Upper
Intercept***	$72,033	p<0.001	$69,700.5	$74,364.9
Race/Ethnicity: White*	$2,999	p=0.010	$714.2	$5,283.1
Age Group: 35-39***	$6,707	p<0.001	$4,758.2	$8,655.3
Age Group: 40-49***	$9,810	p<0.001	$8,270.8	$11,348.3
Age Group: 50-59***	$11,422	p<0.001	$9,476.8	$13,366.6
Age Group: 60 ovr***	$5,115	p<0.001	$2,735.6	$7,494.0
Age Group: Under 30***	$-13,174	p<0.001	$-15,613.0	$-10,735.5
Approximate City Tenure (Years)***	$819	p<0.001	$749.5	$888.5
Has Children: Yes***	$-4,153	p<0.001	$-6,392.5	$-1,912.8
Gender: Male	$1,207	p=0.232	$-771.8	$3,185.7
Race/Ethnicity: White x Has Children: Yes**	$5,100	p=0.004	$1,612.1	$8,586.9
Race/Ethnicity: White x Gender: Male	$-1,305	p=0.361	$-4,108.3	$1,497.6
Has Children: Yes x Gender: Male**	$3,787	p=0.005	$1,123.7	$6,450.6
Race/Ethnicity: White x Has Children: Yes x Gender: Male	$-1,769	p=0.406	$-5,942.6	$2,403.6
Job Type: Accounting and Finance***	$25,233	p<0.001	$20,422.6	$30,043.4
Job Type: Administrative Support***	$-25,468	p<0.001	$-27,712.6	$-23,223.8
Job Type: Auditor***	$31,294	p<0.001	$20,373.2	$42,215.1
Job Type: Building Trades and Facilities Maint***	$-21,260	p<0.001	$-25,952.8	$-16,566.5
Job Type: City Attorney***	$71,984	p<0.001	$68,093.7	$75,873.5
Job Type: Code Compliance Officer***	$-31,901	p<0.001	$-38,999.4	$-24,802.8
Job Type: Collections***	$-22,018	p<0.001	$-32,071.6	$-11,965.1
Job Type: Communications***	$-21,091	p<0.001	$-32,751.3	$-9,431.5
Job Type: Communications Tech**	$-12,308	p=0.002	$-20,246.6	$-4,369.5
Job Type: Crime Lab***	$19,259	p<0.001	$11,874.9	$26,643.8
Job Type: Custodian***	$-45,590	p<0.001	$-56,200.7	$-34,978.8
Job Type: Development Project Manager***	$13,706	p<0.001	$6,336.3	$21,075.9
Job Type: Director***	$78,560	p<0.001	$74,360.1	$82,760.5
Job Type: Disposal Site Operations***	$-35,737	p<0.001	$-41,782.9	$-29,691.0
Job Type: Elected Official***	$81,623	p<0.001	$63,895.7	$99,351.1
Job Type: Electrician and Plant Proc Cntrl	$-6,005	p=0.057	$-12,177.5	$168.4
Job Type: Engineer - Civil***	$25,227	p<0.001	$23,005.9	$27,448.6
Job Type: Engineer - Electrical***	$31,015	p<0.001	$21,650.4	$40,378.7
Job Type: Engineer - Other***	$42,328	p<0.001	$30,665.0	$53,990.8
Job Type: Env Haz Mat Inspctr	$-3,830	p=0.672	$-21,557.3	$13,897.5
Job Type: Executive***	$100,436	p<0.001	$88,333.2	$112,539.3
Job Type: Executive Assistant***	$-17,222	p<0.001	$-26,602.2	$-7,842.3
Job Type: Fire Dispatch	$-4,740	p=0.162	$-11,376.5	$1,897.2
Job Type: Fire Fighter***	$-8,566	p<0.001	$-10,816.0	$-6,315.8
Job Type: Fire Prevention	$7,337	p=0.164	$-2,986.0	$17,660.3
Job Type: Fleet Technician***	$-19,573	p<0.001	$-23,970.3	$-15,175.6
Job Type: Golf Operations***	$-36,764	p<0.001	$-47,375.1	$-26,153.8

Term	Estimate	p-value	95%-Lower	95%-Upper
Job Type: Information Systems***	$-9,111	p<0.001	$-14,414.4	$-3,806.9
Job Type: Land Surveying***	$26,394	p<0.001	$19,815.9	$32,973.0
Job Type: Librarian***	$-23,471	p<0.001	$-26,413.8	$-20,527.6
Job Type: Other Equip Tech***	$-19,542	p<0.001	$-27,733.7	$-11,349.5
Job Type: Paralegal	$-1,442	p=0.763	$-10,817.7	$7,933.9
Job Type: Park Ranger***	$-19,048	p<0.001	$-26,055.7	$-12,040.6
Job Type: Parking Enforcement***	$-30,439	p<0.001	$-36,583.1	$-24,295.4
Job Type: Parks Grounds Maintenance***	$-38,514	p<0.001	$-41,357.6	$-35,670.4
Job Type: Plan Review Spec***	$-14,716	p<0.001	$-22,097.2	$-7,334.9
Job Type: Police Dispatch	$-2,874	p=0.171	$-6,990.7	$1,243.5
Job Type: Police Officer***	$29,970	p<0.001	$28,099.5	$31,839.6
Job Type: Program Coordinator***	$32,255	p<0.001	$27,000.5	$37,508.5
Job Type: Program Manager***	$45,571	p<0.001	$41,257.8	$49,883.9
Job Type: Proj Offcr and Eng Aide***	$-8,830	p<0.001	$-13,124.6	$-4,535.3
Job Type: Property Agent***	$-24,829	p<0.001	$-34,627.7	$-15,030.5
Job Type: Public Utilities Field Rep***	$-38,884	p<0.001	$-47,218.4	$-30,549.3
Job Type: Public Works Dispatch**	$-21,008	p=0.002	$-34,156.2	$-7,859.9
Job Type: Rec Center Leadership***	$-28,945	p<0.001	$-33,337.5	$-24,553.3
Job Type: Refuse Collection***	$-26,446	p<0.001	$-30,445.0	$-22,446.4
Job Type: Reservoir Mgmt***	$-38,613	p<0.001	$-47,963.5	$-29,263.1
Job Type: Safety Rep Ofcr	$-2,298	p=0.769	$-17,670.5	$13,073.9
Job Type: Service Officer***	$-24,974	p<0.001	$-35,896.2	$-14,051.1
Job Type: Stock Clerk and Store Operations***	$-34,993	p<0.001	$-42,305.5	$-27,680.9
Job Type: Storm Water Inspector	$-6,082	p=0.343	$-18,661.8	$6,497.3
Job Type: Swimming Pool Mgmt***	$-26,926	p<0.001	$-37,253.9	$-16,597.2
Job Type: Training	$-4,134	p=0.519	$-16,711.3	$8,443.8
Job Type: Transportation - Labor***	$-33,300	p<0.001	$-36,536.7	$-30,064.0
Job Type: Utilities Equip Oper***	$-40,950	p<0.001	$-50,551.0	$-31,348.1
Job Type: Utilities Tech Other***	$-13,676	p<0.001	$-20,882.3	$-6,468.9
Job Type: Utility Plant Tech***	$-14,875	p<0.001	$-20,075.8	$-9,675.1
Job Type: Wastewater Plant Operations	$3,591	p=0.229	$-2,257.3	$9,439.6
Job Type: Water Plant Operations	$-3,738	p=0.466	$-13,786.7	$6,311.2
Job Type: Water System Tech***	$-24,401	p<0.001	$-28,046.5	$-20,755.8
Job Type: Water Utility Worker***	$-33,611	p<0.001	$-38,178.0	$-29,044.3
Job Type: Wstwtr Pretrmt Inspctr*	$14,793	p=0.017	$2,696.3	$26,890.0
Job Type: Zoning Investigator***	$-19,826	p<0.001	$-28,795.5	$-10,857.0

*p≤0.05, **p≤0.01, ***p≤0.001

Overtime Utilization

For both the gender and racial and ethnic pay gaps, the overtime utilization analyses were performed on the 2022 child-control study population (n = 8559). Additionally, any employee who was ever on long term disability during 2022 (n = 146) or were not hourly employees (n = 908) were removed from the analysis, so 7505 employees were ultimately included in this analysis. Given that this was a targeted analysis resulting from a Oaxaca-Blinder decomposition finding, standard multivariate regression with the following variables was utilized:

Y Variable

- *Estimated Overtime Hours* - Overtime hours were estimated for each employee. Their hourly rate was calculated from their yearly base pay. Their overtime pay was then divided by 1.5 times this hourly rate to get an estimated number of overtime hours. This methodology better enables an apples-to-apples comparison of actual overtime worked.

X Variables

- Approximate City Tenure (years)
- *Number of Children* - This was either a binary variable: No Children or 1+ Children, or a variable with three groups: No Children, 1-2 Children, or 3+ Children.
- *Gender* (Male or Female) or *Race/Ethnicity* (White or Non-White) - Depends on which pay gap was being studied.
- *Job Type* or Job - For Citywide analysis, job type was used. For the analysis *within* job types, the employee's specific job was used.
- Interaction of *Group* (Gender or Race/Ethnicity) and *Number of Children*

Table **43** shows the results of the multivariate regression analysis used as the basis for Figure **10**. The base case for each categorical variable is as follows: Gender = 'Female', Number of Children Group = 'No Children', and Job Type = 'Police Officer'. The expected values that Figure **10**. are displaying are point estimates and prediction standard errors from this regression for an employee with: average tenure (~13 years) and in the 'Police Officer' job type. This job type was used because it is the closest to the City average yearly overtime hours per employee (Mean Citywide = 275.7 hours, Police Officers = 309.1 hours) while still with a sufficient sample size.

Table 43: *Complete Regression Results - Overtime by Gender and Number of Children*

Term	Estimate	p-value	95% Lower	95% Upper
Intercept***	230.776	p<0.001	206.2101	255.342
Gender: Male***	43.265	p<0.001	20.5265	66.003
Approximate City Tenure (Years)***	1.276	p<0.001	0.5174	2.035
1 or 2 Children	23.177	p=0.116	-5.7472	52.101
3 or More Children	9.647	p=0.696	-38.7690	58.062
Gender: Male x 1 or 2 Children	28.498	p=0.097	-5.2036	62.200
Gender: Male x 3 or More Children**	87.753	p=0.002	33.5056	142.001
Job Type: Other***	-108.388	p<0.001	-155.4556	-61.321
Job Type: Accounting and Finance***	-262.156	p<0.001	-348.8512	-175.460
Job Type: Administrative Support***	-213.069	p<0.001	-242.9674	-183.171
Job Type: Building Trades and Facilities Maint***	-227.796	p<0.001	-290.4122	-165.180
Job Type: Chemist/Biologist***	-223.072	p<0.001	-276.0723	-170.072

Term	Estimate	p-value	95% Lower	95% Upper
Job Type: City Atty Invstgtr***	-311.997	p<0.001	-439.9421	-184.051
Job Type: Cmnty Dev Spec*	-262.938	p=0.015	-474.4561	-51.420
Job Type: Code Compliance Officer***	-218.505	p<0.001	-315.1481	-121.862
Job Type: Collections***	-273.532	p<0.001	-428.3639	-118.699
Job Type: Communications**	-266.111	p=0.002	-432.1752	-100.046
Job Type: Communications Tech***	-299.355	p<0.001	-407.4409	-191.268
Job Type: Crime Lab***	-205.703	p<0.001	-306.8405	-104.565
Job Type: Crime Scene Spec and Print Examiners*	-167.371	p=0.017	-305.2603	-29.483
Job Type: Custodian**	-219.887	p=0.005	-374.7176	-65.057
Job Type: Development Inspector***	-268.367	p<0.001	-355.6475	-181.087
Job Type: Development Project Manager***	-250.528	p<0.001	-350.9665	-150.090
Job Type: Disposal Site Operations	21.422	p=0.611	-61.0582	103.902
Job Type: Electrician and Plant Proc Cntrl**	-124.614	p=0.003	-207.7778	-41.451
Job Type: Engineer - Civil***	-226.732	p<0.001	-253.6120	-199.852
Job Type: Engineer - Electrical	-41.051	p=0.529	-168.9589	86.857
Job Type: Engineer - Other	18.634	p=0.819	-141.2902	178.559
Job Type: Env Haz Mat Inspctr*	-260.010	p=0.037	-503.7187	-16.300
Job Type: Executive Assistant***	-253.562	p<0.001	-399.7174	-107.406
Job Type: Fire Dispatch***	357.438	p<0.001	267.0822	447.794
Job Type: Fire Fighter***	720.363	p<0.001	694.1065	746.619
Job Type: Fire Prevention	78.455	p=0.291	-67.0556	223.966
Job Type: Fleet Technician***	-148.799	p<0.001	-208.5741	-89.023
Job Type: Golf Operations	-132.945	p=0.073	-278.2174	12.327
Job Type: Information Systems*	-290.567	p=0.033	-557.5120	-23.621
Job Type: Land Surveying***	-276.938	p<0.001	-366.0010	-187.874
Job Type: Librarian***	-211.339	p<0.001	-250.6469	-172.030
Job Type: Lifeguard***	125.863	p<0.001	66.0109	185.716
Job Type: Other Equip Tech*	113.712	p=0.050	0.0521	227.371
Job Type: Paralegal***	-237.308	p<0.001	-368.9842	-105.632
Job Type: Park Ranger**	-154.459	p=0.002	-249.8247	-59.094
Job Type: Parking Enforcement	-2.649	p=0.951	-86.6916	81.393
Job Type: Parks Grounds Maintenance***	-211.111	p<0.001	-246.9128	-175.308
Job Type: Plan Review Spec***	-184.267	p<0.001	-289.4328	-79.101
Job Type: Planner***	-257.014	p<0.001	-313.6977	-200.331
Job Type: Police Dispatch	36.389	p=0.209	-20.3569	93.135
Job Type: Procurement*	-210.081	p=0.010	-370.0174	-50.145
Job Type: Proj Offcr and Eng Aide***	-260.375	p<0.001	-317.6377	-203.113
Job Type: Property Agent***	-230.222	p<0.001	-364.4541	-95.990
Job Type: Public Utilities Field Rep***	-276.508	p<0.001	-392.1396	-160.876
Job Type: Public Works Dispatch	-68.732	p=0.477	-258.2375	120.773
Job Type: Rec Center Leadership***	-251.620	p<0.001	-311.0675	-192.173
Job Type: Refuse Collection	-32.351	p=0.225	-84.6650	19.963

Term	Estimate	p-value	95% Lower	95% Upper
Job Type: Reservoir Mgmt**	-190.685	p=0.004	-318.7635	-62.607
Job Type: Risk Mgmt Claims**	-213.803	p=0.002	-351.8868	-75.718
Job Type: Safety Rep Ofcr*	-282.645	p=0.014	-508.3247	-56.965
Job Type: Service Officer*	-165.150	p=0.031	-314.8659	-15.434
Job Type: Stock Clerk and Store Operations**	-156.872	p=0.002	-257.2945	-56.449
Job Type: Storm Water Inspector*	-198.921	p=0.024	-371.6534	-26.189
Job Type: Swimming Pool Mgmt***	-260.159	p<0.001	-401.7848	-118.534
Job Type: Training**	-231.313	p=0.009	-403.9896	-58.637
Job Type: Transportation - Labor	-22.491	p=0.290	-64.1861	19.204
Job Type: Utilities Equip Oper***	300.819	p<0.001	169.6866	431.951
Job Type: Utilities Tech Other*	-115.238	p=0.023	-214.2971	-16.180
Job Type: Utility Plant Tech	-38.589	p=0.283	-108.9994	31.822
Job Type: Wastewater Plant Operations*	-105.414	p=0.011	-186.4181	-24.410
Job Type: Water Plant Operations	-10.158	p=0.885	-147.6178	127.303
Job Type: Water System Tech***	138.038	p<0.001	90.6695	185.406
Job Type: Water Utility Worker***	144.906	p<0.001	83.4276	206.384
Job Type: Wstwtr Pretrmt Inspctr**	-270.163	p=0.001	-436.1331	-104.193
Job Type: Zoning Investigator***	-292.872	p<0.001	-418.0254	-167.719

*p≤0.05, **p≤0.01, ***p≤0.001

Table **44** shows the complete results from Table **15**.

Table 44: *Complete Regression Results - Differences in Overtime Between Genders by Job Type*

Job Type	Gender Ovtm Hours Diff (Yearly)	
Water System Tech*	**280**	(95% CI: 48-513, p=0.018)
Fire Fighter*	**263**	(95% CI: 30-497, p=0.027)
Water Utility Worker	**159**	(95% CI: -65-383, p=0.161)
Transportation - Labor	**134**	(95% CI: -28-296, p=0.105)
Refuse Collection	**97**	(95% CI: -102-297, p=0.337)
Park Ranger	**81**	(95% CI: -16-178, p=0.101)
Police Officer***	**74**	(95% CI: 34-113, p<0.001)
Lifeguard	**73**	(95% CI: -120-265, p=0.456)
Other Job Tp Over 90pct Male	**63**	(95% CI: -41-168, p=0.236)
Custodian	**55**	(95% CI: -66-176, p=0.338)
Building Trades and Facilities Maint	**47**	(95% CI: -159-254, p=0.649)
Other	**42**	(95% CI: -10-95, p=0.115)
Fire Dispatch	**42**	(95% CI: -143-227, p=0.649)
Proj Offcr and Eng Aide*	**39**	(95% CI: 0-78, p=0.049)
Crime Lab	**39**	(95% CI: -58-135, p=0.418)
Chemist/Biologist	**37**	(95% CI: -1-75, p=0.054)
Engineer - Civil***	**36**	(95% CI: 15-56, p<0.001)
Parks Grounds Maintenance	**34**	(95% CI: -10-77, p=0.131)

Job Type	Gender Ovtm Hours Diff (Yearly)	
Plan Review Spec	**29**	(95% CI: -44-101, p=0.423)
Parking Enforcement	**29**	(95% CI: -183-240, p=0.787)
Reservoir Mgmt	**27**	(95% CI: -63-117, p=0.534)
Development Project Manager	**22**	(95% CI: -44-88, p=0.503)
Wastewater Plant Operations	**19**	(95% CI: -99-137, p=0.749)
City Atty Invstgtr	**1**	(95% CI: -3-6, p=0.542)
Police Dispatch	**1**	(95% CI: -157-160, p=0.989)
Administrative Support	**0**	(95% CI: -26-27, p=0.976)
Collections	**-2**	(95% CI: -6-3, p=0.411)
Planner	**-2**	(95% CI: -14-11, p=0.772)
Communications	**-2**	(95% CI: -44-40, p=0.906)
Accounting and Finance	**-6**	(95% CI: -19-7, p=0.380)
Rec Center Leadership	**-10**	(95% CI: -27-7, p=0.227)
Code Compliance Officer	**-13**	(95% CI: -91-64, p=0.729)
Librarian	**-34**	(95% CI: -71-3, p=0.068)
Swimming Pool Mgmt	**-42**	(95% CI: -114-30, p=0.229)
Risk Mgmt Claims	**-60**	(95% CI: -140-20, p=0.130)
Fire Prevention	**-85**	(95% CI: -638-468, p=0.740)
Crime Scene Spec and Print Examiners	**-113**	(95% CI: -302-75, p=0.215)

*p≤0.05, **p≤0.01, ***p≤0.001

Promotion Analysis

Methods Summary

We examined the career paths of employees, all starting from identical roles, noting the roles they occupied on each job anniversary and highlighting disparities in progression. Proportions of different genders and races in these roles were then compared, with the goal of understanding advancement patterns for each group.

What Can we Learn From This Analysis?

- *What It Reveals*: General career advancement trends for different demographic groups.
- *What It Misses*: The dynamic, non-linear progression beyond periodic checkpoints and the consideration of variables like performance and experience.

Results

Lifeguards

Of the 110 employees that started at Lifeguard 1 between 2010 and 2013, employees of color were 6.5 times more likely to still be at Lifeguard 1 nine years after their start date (p=0.001).

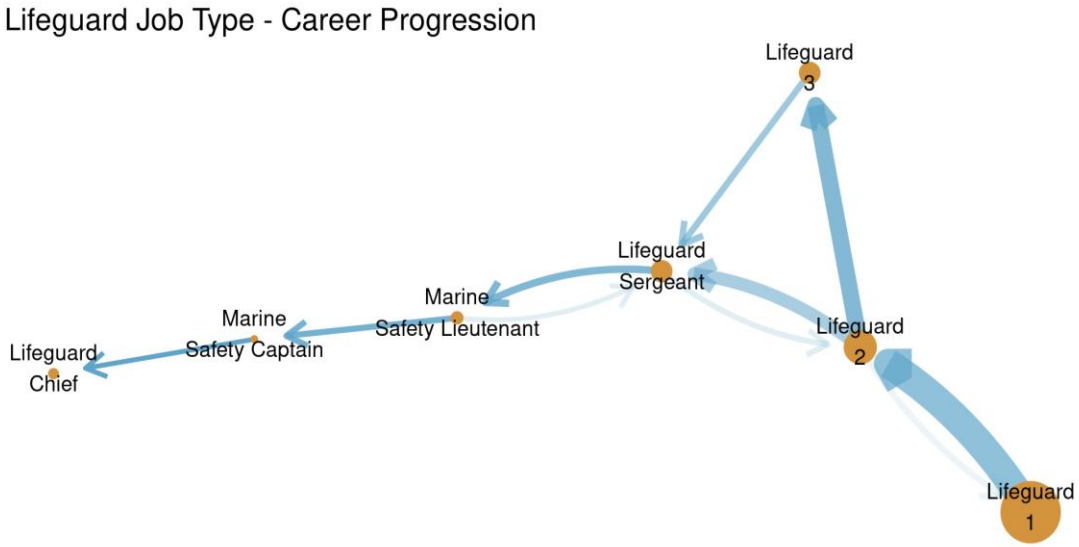


Figure 35: *Lifeguard Job Progression*

Firefighters

- Of the 607 employees that started as a Fire Recruit between 2012 and 2022, women were 3.2 times less likely to be at Fire Fighter 1 six months after their start date (p<0.001).
- Of the 497 employees that started as a Fire Recruit between 2012 and 2020, women were 3.9 times more likely to have left the City two years after their start date (p<0.001).

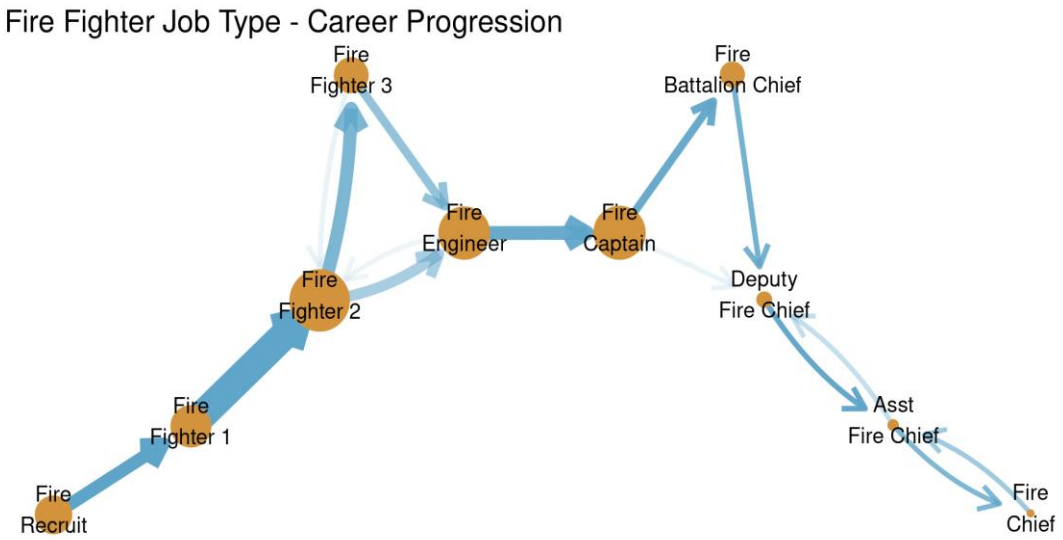


Figure 36: *Fire Fighter Job Progression*

Police Officers

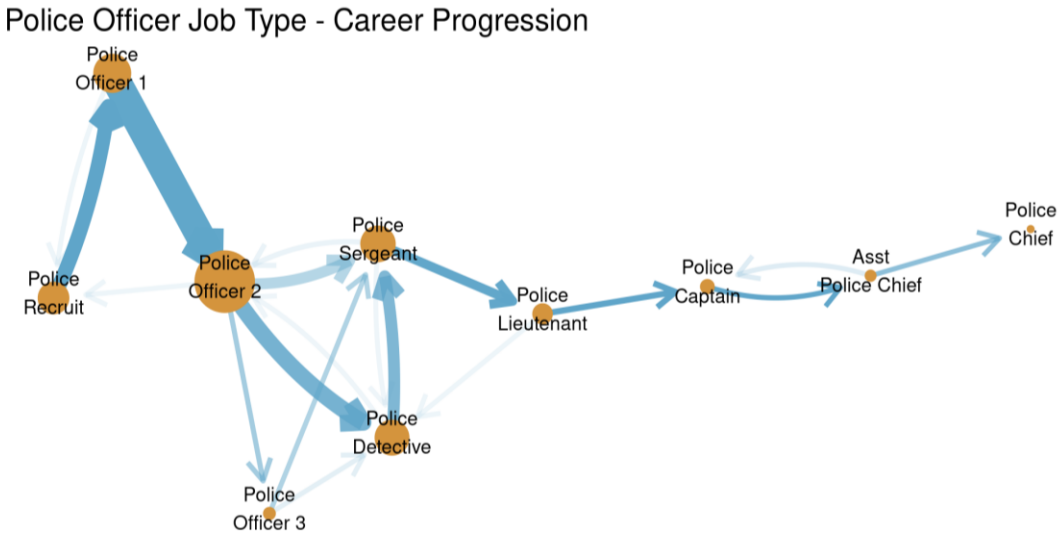


Figure 37: *Police Officer Job Progression*

- Of the 1431 employees that started as a Police Recruit between 2012 and 2020, men and women promoted to Police Officer 1 at similar rates 9 months after starting the academy. However, women were 2.8 times more likely to have ended up in some other classified position in the City (p=0.004). These were typically clerical or dispatch roles.
- Of the 1694 employees that started as a Police Officer 2 between 2009 and 2017, women were 3.6 times more likely than men to become a Police Detective five years after their start date (p<0.001).
- Of the 1694 employees that started as a Police Officer 2 between 2009 and 2017, men were 1.7 times more likely than women to still be at Police Officer 2 five years after their start date (p<0.001).

Recreation

Swimming Pool Management

- Of the 87 employees that started as a Swimming Pool Mgr 1 between 2009 and 2021, women were 19 times more likely to have left the City one year after their start date (p<0.001).
- Four years after starting at Pool Guard 1, 8/151 (5%) men were promoted to Swimming Pool Mgr 1, while 0/105 (0%) women were promoted to that position (p=0.023).

Rec Center Management

- Of the 88 employees that started as a Rec Aide between 2013 and 2018, men were 7.5 times more likely to still be in that same position four years after their start date (p=0.012).
- Of the 61 employees that started as a Rec Aide between 2013 and 2020, White employees were 4.5 times more likely to have been promoted to Rec Leader 1 two years after their start date (p=0.020).
- Of the 822 employees that started as a Rec Leader 1 between 2009 and 2019, Non-White employees were 1.6 times more likely to still be in that role three years after their start date (p=0.007).
- Of the 442 White and Black employees that started as a Rec Leader 1 between 2009 and 2019, White employees were 5.7 times more likely to have been promoted to Asst Rec Ctr Dir three years after their start date (p=0.006).

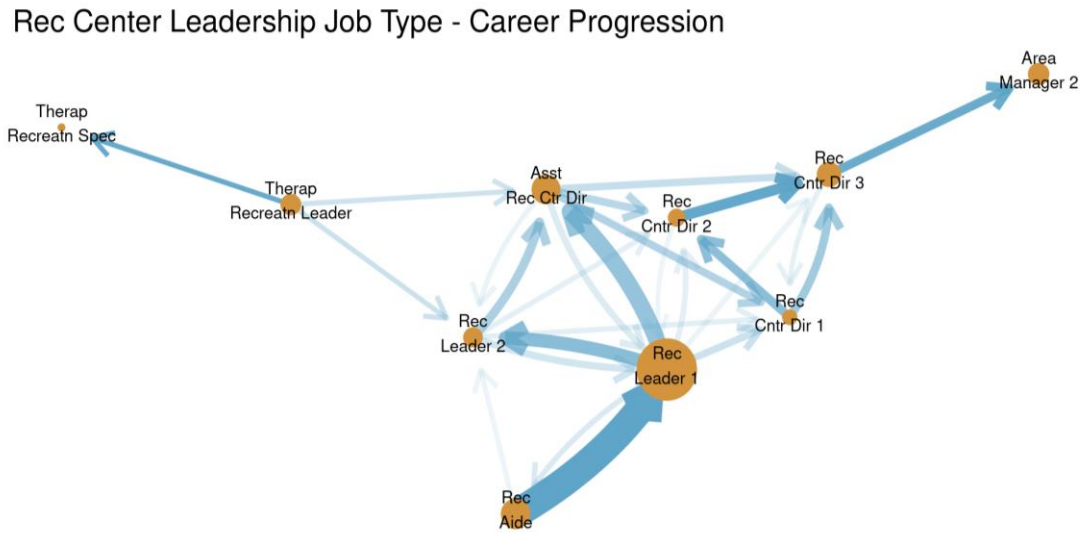


Figure 38: *Rec Center Leadership Job Progression*

Engineers

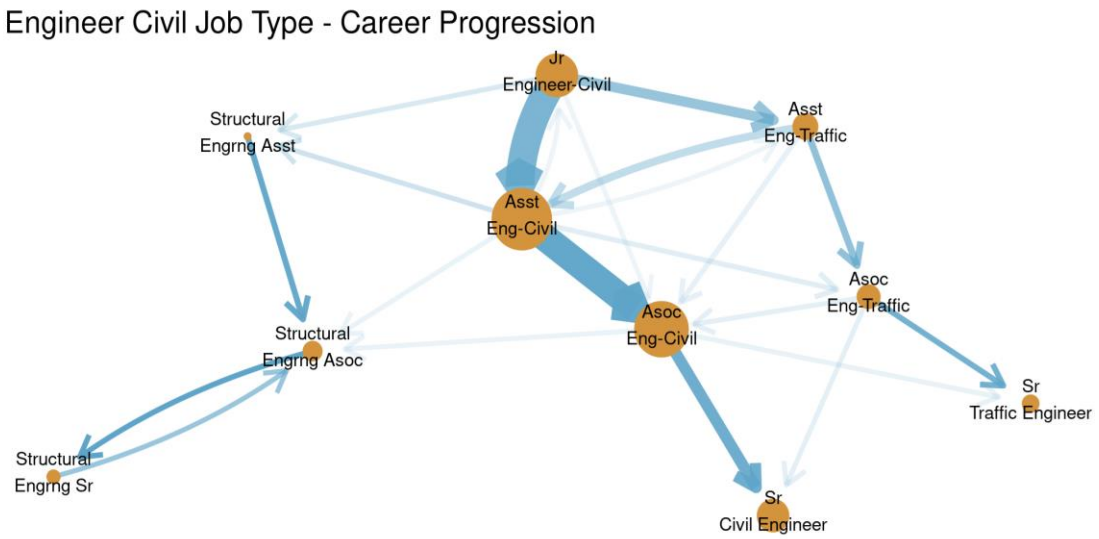


Figure 39: *Civil Engineer Job Progression*

Gender

- Women advance more quickly as engineers.
- Of the 54 employees that started at the City as a Asst Eng-Civil between 2011 and 2017, men were 9 times more likely to still be at Asst Eng-Civil five years after their start date (p=0.021).
- Of the 127 employees that started at the City as a Jr Engineer-Civil between 2011 and 2017, women were 3 times more likely to have advanced two levels to Asoc Eng-Civil five years after their start date (p=0.026).

By Race and Ethnicity

- Of the 61 Black and White employees that started as a Jr Engineer-Civil between 2011 and 2018, Black employees were nearly 11 times more likely to have left the City four years after their start date (p=0.043).
- Of the 29 Black and White employees that started as a Sr Engineering Aide between 2009 and 2020, Black employees were nearly 18 times more likely to still be a Sr Engineering Aide two years after their start date (p=0.006).

Administrative Aide

- Of the 367 employees that started as an Administrative Aide 2 between 2009 and 2018, Men were 4.6 times more likely to be in some other non-administrative classified position within the City after four years. (p=0.032). Women were 3.2 times more likely to be to have been promoted up to Asst Mgmt Analyst after four years. (p=0.048) #### Race and Ethnicity
- Of the 267 Latino and White employees that started as an Administrative Aide 2 between 2009 and 2020, White employees were 4 times more likely to have left the City two years after their start date (p=0.008).

Management Analyst

- Of the 151 employees that started as an Asst Mgmt Anlyst between 2009 and 2020, White employees were 16 times more likely to have been promoted to an unclassified position after two years (p=0.005).
- Of the 439 employees that started as an Asoc Mgmt Anlyst between 2009 and 2020, White employees were 7 times more likely to have been promoted to an unclassified position after two years (p=0.006).

Additional Promotion Findings

Fleet Technician

- Of the 210 employees that started as a Fleet Technician between 2012 and 2018, Non-White employees were 4.4 times more likely to still be in that same role four years after they started (p<0.001). White employees were 3.6 times more likely to have been promoted to Master Fleet Technician (p=0.044) and 4.2 times more likely to have left the City (p<0.001).

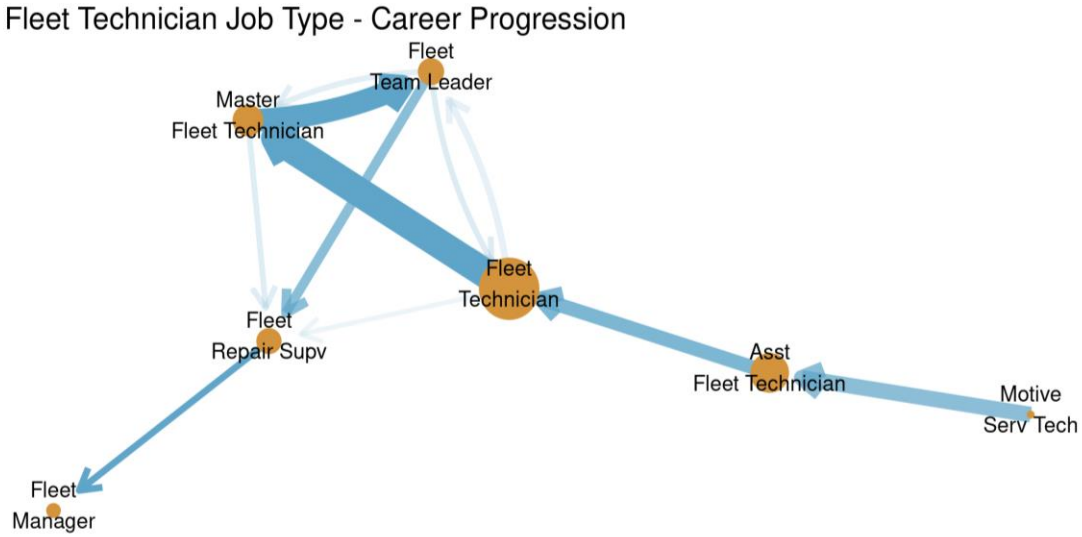


Figure 40: *Fleet Technician Job Progression*

Equip Tech 1

- Three years after starting as an Equip Tech 1, 100% of the women (7/7) remain in that role, while only 40% of the men do (60/151). 15% of the men left the City and 45% moved to higher paying roles within the City.
- Of the 173 employees that started as an Equip Tech 1 between 2009 and 2020, Non-White employees were nearly 13 times more likely to still be in that same role two years after they started (p<0.001). White employees were more likely to have been promoted to higher paying positions like Plant Tech 2 (p=0.044), Pump Station Oper (p=0.022), and Sr Parking Meter Tech (p=0.022)

Detailed Methods – Promotions and Career Advancement

1. **Defining the Starting Positions**: The first part of the analysis focused on identifying the first positions that each employee held when they started their continuous employment with the City. These starting positions were identified from the Personnel Data by selecting entries where the original hire date was the same as the most recent hire date and the date the position started. Further filtering was done to exclude entries where gender was not recorded. Positions with less than 50 people starting were also excluded to maintain a significant sample size.

   Alongside the first analysis, a second preliminary analysis was also undertaken. This analysis was broader, focusing not only on the initial roles of employees but also following their career progression within the City from any given starting role to their present position. It's important to note that the methods applied beyond this point were consistent across both analyses.

2. **Creating Anniversary Date Data Frames**: The next part of the analysis involved the creation of data frames that contained the dates of specific anniversaries for the employees in their initial positions. Anniversaries ranging from half a year to 10 years were used. The analysis was limited to employees whose anniversaries fell within or before the year 2022.

3. **Comparing First and Current Positions**: For each employee, their first position with the City was compared to their current position at the time of each anniversary. The racial and gender demographics of the employees were also taken into account during this comparison.

4. **Proportion Testing**: The distribution of employees across the various job groups was tested for each first job type and demographic group. Both the chi-squared proportion test and Fisher's exact test were used, depending on the size of the sample, to determine whether the distribution of current jobs for each group was statistically different from the expected distribution based on the original hires. These tests resulted in p-values and odds ratios, which were used to assess the significance of the observed distributions.

Future Methods Recommendations - We were trying to measure and compare career advancement between groups. In this methodology, we used the role someone occupies X years after they start as a proxy for career advancement. This works for linear career paths but misses the nuances of more complex or non-traditional career trajectories. Ideally, we would have used pay as a measure of progress; however, the pay data we had for this study only captured an employee's total pay for an entire year. As a result, we could not tie wages to a given job, measure changes in wages within the year, or measure changes in wages associated with steps advanced within a job. During the late stages of this study, we were able to determine that data on employee's hourly rate on any given day is available. This would have enabled us to more accurately map individual wage trajectories, giving a deeper insight into the pace and nature of career advancement. We highly recommend using this data in future studies.

Recruitment

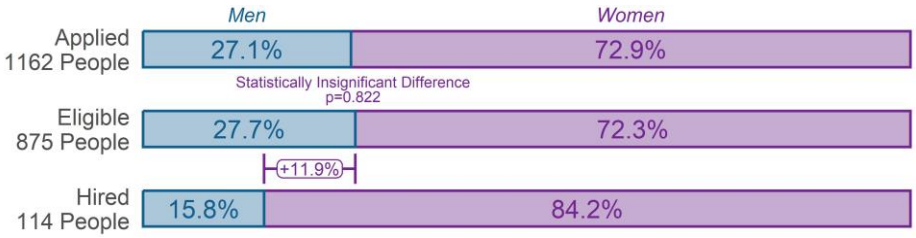
We received recruitment data for 10 positions we requested based on gender and/or racial and ethnic imbalances and impact on the pay gap. Data was provided for 2021 and 2022 and exact date ranges varied by job. Each application was designated as either “eligible” or “not eligible” based on factors determined by personnel; only “eligible” applications may continue on to be “hired”.

We analyzed the questions for each job individually for differences in gender and race-and-ethnicity, statistically significant results that may also be meaningful to the recruitment efforts are listed below.

Gender Pay Gap - Significant Results

Administrative Aide I

The majority of applicants to this role are female. While men and women apply and are considered eligible at similar rates, women are 2 times more likely to be hired from the eligible group.



Question Analysis - Key Takeaways

There were 19 questions analyzed for the Administrative Aide I position. Below are key takeaways from questions that showed statistically significant differences between male and female applicants. Only those results with reported p-values <0.05 were considered statistically significant.

Diversifying recruitment efforts may be influential in encouraging men to apply for and be hired to this role. Women tend to already work for the City and hear about the role through the City of San Diego Employment Information Center which may indicate networking and referrals. This is a great way to recruit excellent candidates and additional efforts to recruit qualified men may continue to grow diversity in the role.

- Female applicants are 1.8 times more likely than male applicants to already work for the City when applying for this role.

Are you currently working for the City of San Diego as a government/municipal employee?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Administrative Aide I	Total Applicants n = 1162	Yes	39% (330/847)	25.7% (81/315)	13.2% p<0.001
	Qualified Applicants n = 875	Yes	43.3% (274/633)	27.7% (67/242)	15.6% p<0.001
	Hired Applicants n = 114	Yes	66.7% (64/96)	77.8% (14/18)	-11.1% p=0.352

- Women are 1.5 times more likely than men to hear about this role from the City of San Diego Employment Information Center.

How did you first hear about this employment opportunity?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Administrative Aide I	Total Applicants n = 1162	City of San Diego Employment Information Center	26.4% (224/847)	19% (60/315)	7.4% p=0.009
	Qualified Applicants n = 875	City of San Diego Employment Information Center	27.3% (173/633)	16.9% (41/242)	10.4% p=0.001
	Hired Applicants n = 114	City of San Diego Employment Information Center	31.2% (30/96)	33.3% (6/18)	-2.1% p=0.861

How did you first hear about this employment opportunity?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Administrative Aide I	Total Applicants n = 1162	City of San Diego Employment Information Center	26.4% (224/847)	19% (60/315)	7.4% p=0.009
		Government Jobs.com	29.5% (250/847)	42.9% (135/315)	-13.3% p<0.001
		Notified by Mail/Email	4.1% (35/847)	1.6% (5/315)	2.5% p=0.034

- Men apply with more education but less experience than women.
- Men are 1.9 times more likely to apply to this role with the maximum number of college-level credits, women are 1.9 times more likely to apply with the less education units but more experience.

If you are using a combination of education and experience to qualify, which of the following best describes your level of education?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Administrative Aide I	Total Applicants n = 1162	0 to 29 semester/44 quarter units	19.8% (168/847)	11.7% (37/315)	8.1% p=0.001
		120 semester/180 quarter units or more	35.7% (302/847)	51.1% (161/315)	-15.5% p<0.001

- Women are 1.7 times more likely than men to apply with over 5 years of full-time clerical experience in a supervisory capacity; men are 1.5 times more likely than women to apply with none of this experience.

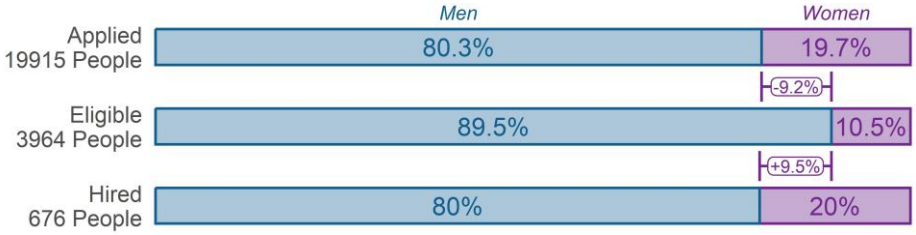
How many years of full-time clerical experience do you have in a supervisory capacity?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Administrative Aide I	Total Applicants n = 1162	5 years or more	37.2% (315/847)	25.4% (80/315)	11.8% p<0.001
		None	23.7% (201/847)	32.4% (102/315)	-8.7% p=0.003

Police Recruit

This is a male-dominated role. Individuals at all stages of the recruitment process (applications, eligible applications, and hired people) are over 80% male.

Male applicants are 2 times more likely than women to be eligible applicants. However, once they are considered eligible, women are 3 as likely to be hired. The net effect is that there is no significant difference between the gender proportions in the applicants compared to the hired candidates, however further analysis should be done to understand why women are being filtered out of the qualified applicant pool. Eligibility is based on passing the written and physical tests. Women are more likely to be considered eligible.



Question Analysis - Key Takeaways

There were 13 questions analyzed for the Police Recruit position.

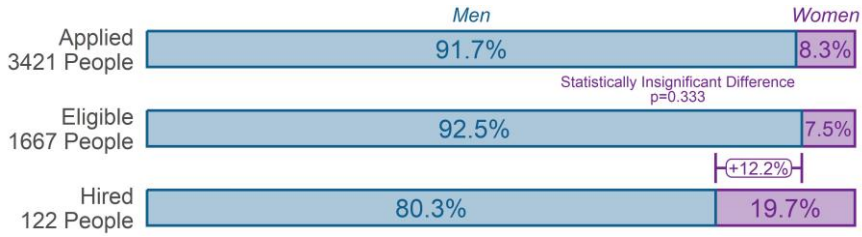
- Men are 1.2 times more likely than women to apply to this role using a high school degree to meet the education requirements; women are 1.3 more likely than men to apply to the Police Recruit role using a college degree. An associate degree (or higher) may exempt the applicant from the written test.

Specify which ONE of the following options you are using to meet the education requirements.

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Police Recruit	Total Applicants n = 19918	Graduation from a public high school located within the United States.	58.9% (2314/3926)	63.2% (10103/15992)	-4.2% p<0.001
		Possession of a two-year, four-year or advanced degree from an accredited college or university (accreditation must be from an institutional accrediting body recognized by the Department of Education of the United States of America).	32.6% (1278/3926)	27.8% (4448/15992)	4.7% p<0.001

Fire Recruit

There are no significant differences in the proportions of women to men who apply and are considered eligible for the Fire Recruit position; in the January 2021 - February 2022 data both of the applied and eligible categories are represented by about 8% women. These proportions are also similar to the data analyzed for the 2020 study (about 7% women for the applied and eligible groups). However, the new recruitment data shows once they are considered eligible based on a brief application, women who go on to complete the recruitment process (including written tests, physical tests, interviews, etc.) are 3 times more likely to be hired compared to their male counterparts. Nonetheless, women don't remain in the firefighter roles as often as men and are three times less likely to remain in the fire department after six months.



Question Analysis - Key Takeaways

Women make up 20% of the hired applicants in the past two years. This is a substantial increase from the 2020 report, where women accounted for just 8.4% of the hired applicants. There are no clear drivers for this based on the written application data. Additional conversations with the Fire Department and specifically recruiters within the department may provide insight into this increase.

- Men were nearly 4.7 times more likely than women to apply with experience as a full-time Fire Fighter and 1.6 times more likely than women to apply with volunteer or reserve Fire Fighter experience.

Do you possess full-time paid experience as a fire fighter?

Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Fire Recruit	Total Applicants n = 3421	Yes	4.6% (13/285)	18.4% (576/3136)	-13.8% p<0.001
	Qualified Applicants n = 1667	Yes	5.6% (7/125)	13.1% (202/1542)	-7.5% p=0.015
	Hired Applicants n = 122	Yes	0% (0/24)	17.3% (17/98)	-17.3% p=0.028

Do you possess documented experience as a reserve or volunteer fire fighter?

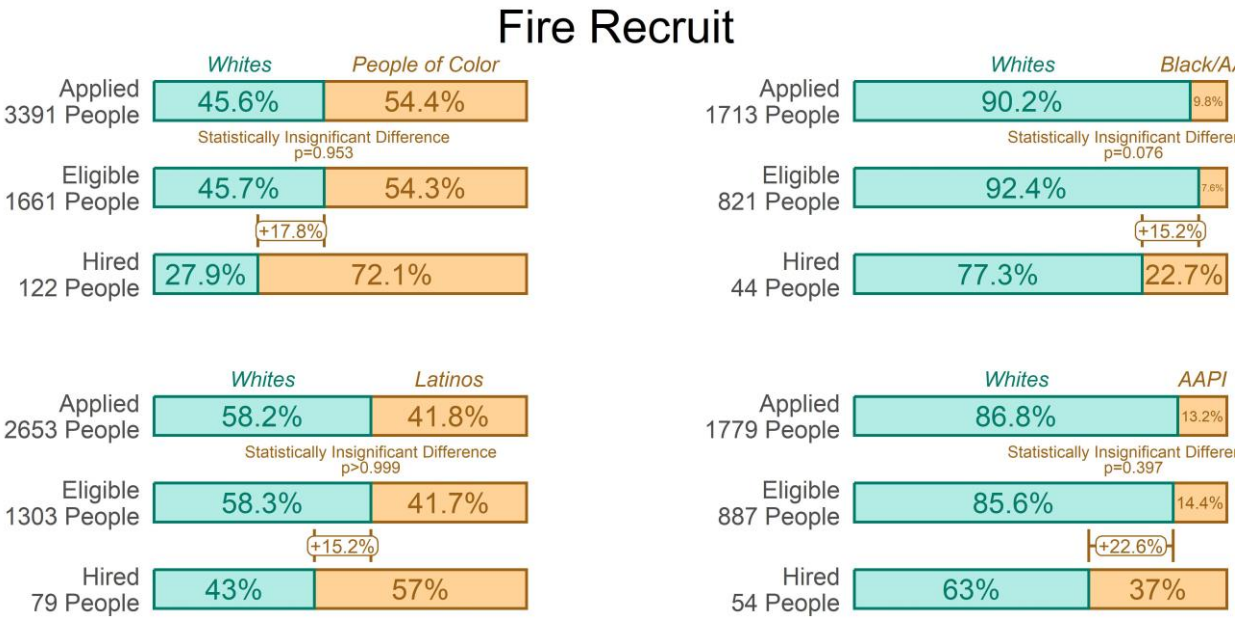
Job	Recruitment Stage	Answer	Women	Men	Est. Diff
Fire Recruit	Total Applicants n = 3421	Yes	15.8% (45/285)	23.2% (728/3136)	-7.4% p=0.004
	Qualified Applicants n = 1667	Yes	17.6% (22/125)	18.8% (290/1542)	-1.2% p=0.739
	Hired Applicants n = 122	Yes	8.3% (2/24)	19.4% (19/98)	-11.1% p=0.199

Racial and Ethnic Pay Gap - Significant Results

Fire Recruit

Currently, people of color make-up just 35% of the firefighters in the City. The most recent recruiting data shows substantial changes to the diversity of the Fire Recruits, with people of color making up 72% of the hired Fire Recruits, an increase even compared to the 2020 study that showed 45% people of color.

There are no significant differences between the racial and ethnic proportions of applicants and eligible applicants (about 54% non-White) and the current diversity of the initial applicant pool is similar to the study in 2020 (about 49% non-White for all applicants and eligible applicants); however, for applicants in this updated study (January 2021- February 2022), non-White qualified applicants are 2.2 times more likely than White applicants to be hired. This difference at the hired stage did not exist in the 2020 study. The chart below shows the differences in proportions across the three categories (all applicants, eligible applicants, and hired applicants); the chart also shows further detail comparing White applicants to sub-categories of non-White applicants.

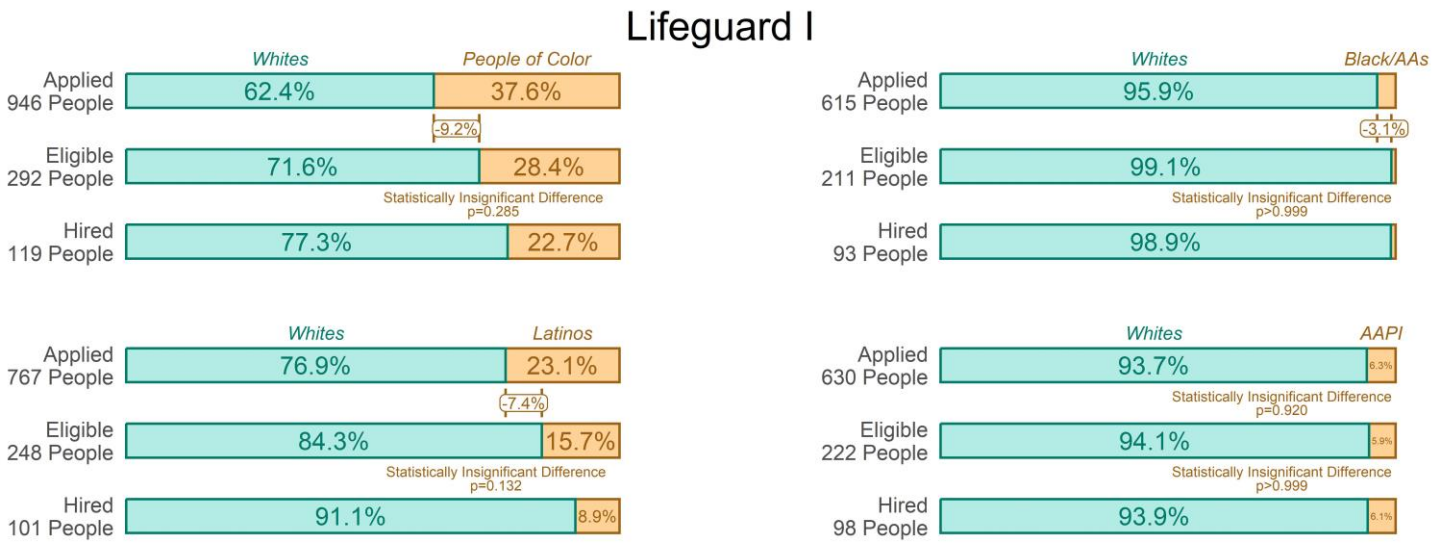


Question Analysis - Key Takeaways

We analyzed multiple-choice questions in the application for Fire Recruits but there were not any clear takeaways from these.

Lifeguard

White lifeguard applicants are 1.5 times more likely than non-White applicants to be eligible for this position. There may be additional portions of an application apart from the brief questions we were able to analyze that contribute to eligibility determination.

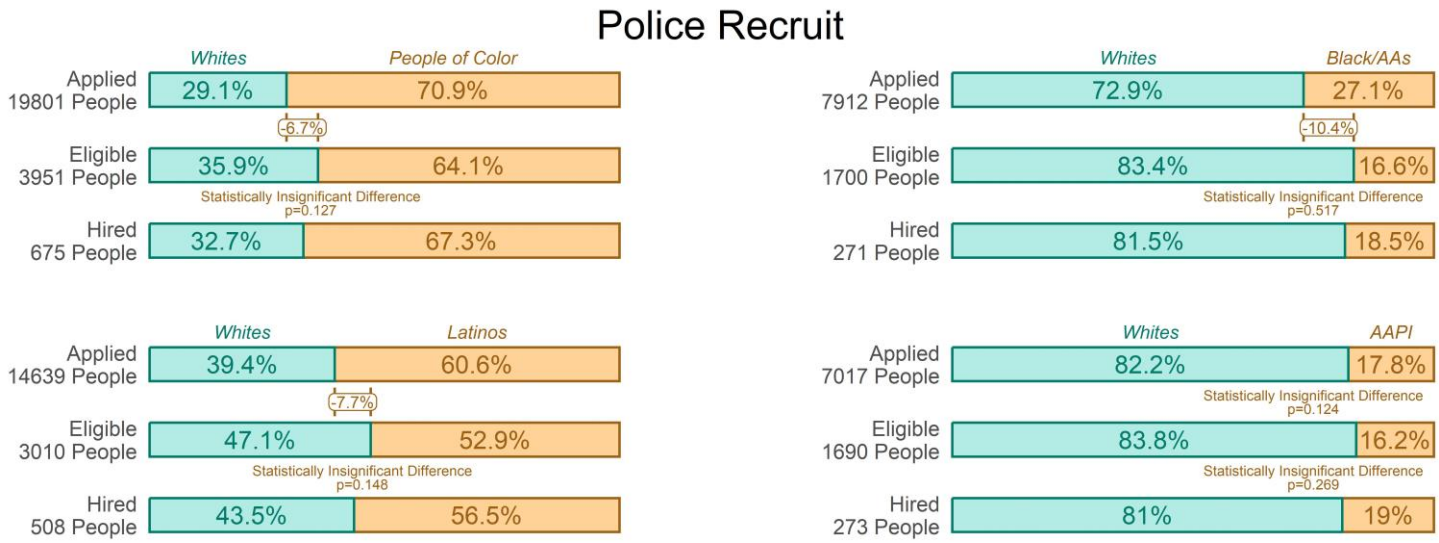


Question Analysis - Key Takeaways

We analyzed multiple-choice questions in the application for Lifeguards but there were not any clear takeaways from these.

Police Recruit

Among all applicants to the Police Recruit role, White applicants are 1.4 more likely to be eligible to move through the recruitment process than non-White applicants. This difference is even stronger when we compare only Black applicants to White applicants; in this comparison White applicants are nearly 2 times more likely to be eligible for the role than Black applicants.



Question Analysis - Key Takeaways

- Non-White applicants are 1.5 times more likely to use a high school degree to meet the education requirement compared to White applicants, while White applicants are 1.6 times more likely to use a college degree to meet the requirement.

Specify which ONE of the following options you are using to meet the education requirements.

Job	Recruitment Stage	Answer	Non-White Applicants	White Applicants	Est. Diff
Police Recruit	Total Applicants n = 19804	Graduation from a public high school located within the United States.	65.4% (9179/14034)	55% (3175/5770)	10.4% p<0.001
		Graduation from an accredited nonpublic high school located within the United States.	2.1% (298/14034)	3.1% (179/5770)	-1% p<0.001
		None of the above	1.8% (253/14034)	1% (55/5770)	0.8% p<0.001
		Possession of a two-year, four-year or advanced degree from an accredited college or university (accreditation must be from an institutional accrediting body recognized by the Department of Education of the United States of America).	25.8% (3614/14034)	36% (2075/5770)	-10.2% p<0.001
	Qualified Applicants n = 3770	Graduation from a public high school located within the United States.	50.6% (1213/2395)	44.1% (607/1375)	6.5% p<0.001
		Possession of a two-year, four-year or advanced degree from an accredited college or university (accreditation must be from an institutional accrediting body recognized by the Department of Education of the United States of America).	44.1% (1056/2395)	50.5% (694/1375)	-6.4% p<0.001

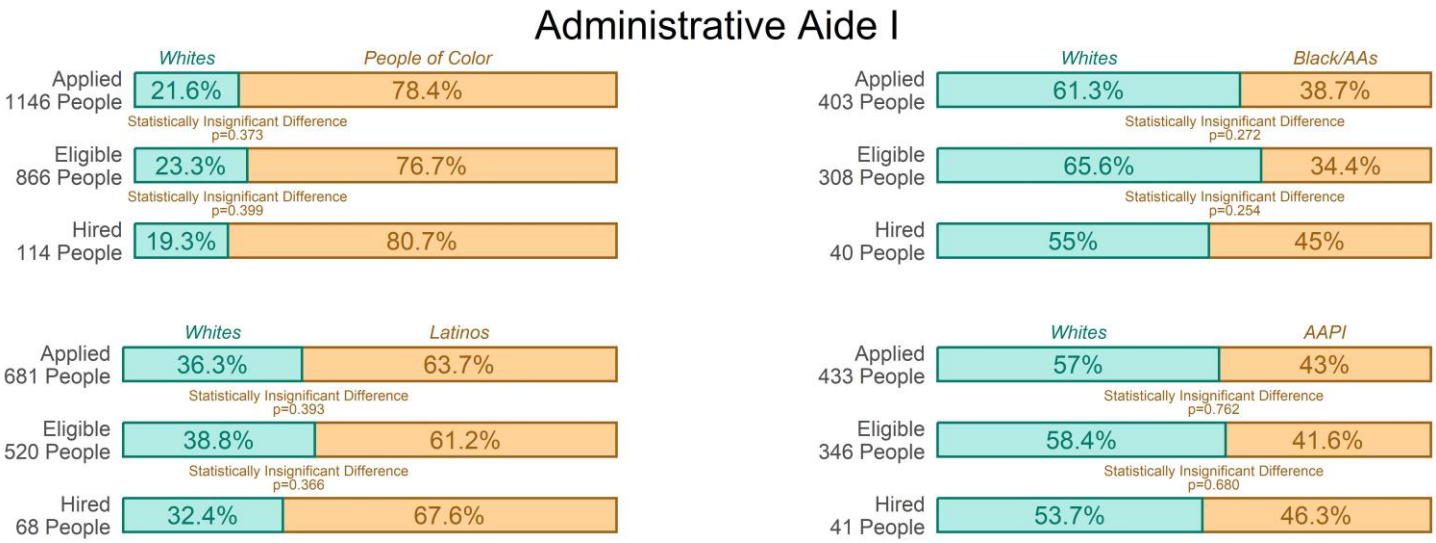
Non-significant Results

We also analyzed the recruitment stages and applications for the roles below due to their gender or racial imbalance but found no significant differences across the recruitment stages (applied, eligible, and hired).

Administrative Aide I

This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 76% non-White.

There are not significant differences between the racial and ethnic proportions at any recruitment stage.



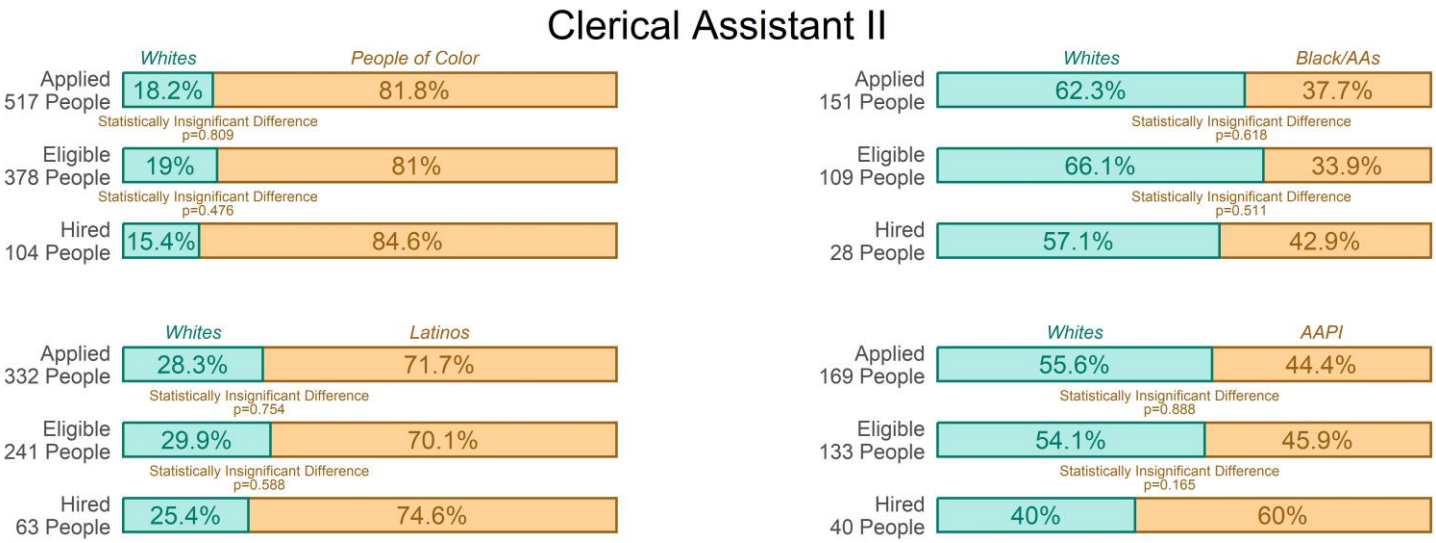
Clerical Assistant II

This is a female-dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 75% female.

There are no significant differences between the gender proportions at any recruitment stage.

This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 80% non-White.

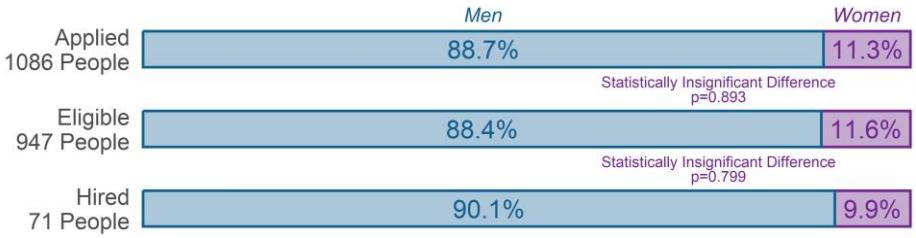
There are not significant differences between the racial and ethnic proportions at any recruitment stage.



Grounds Maintenance Worker I

This is a male-dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 88% male.

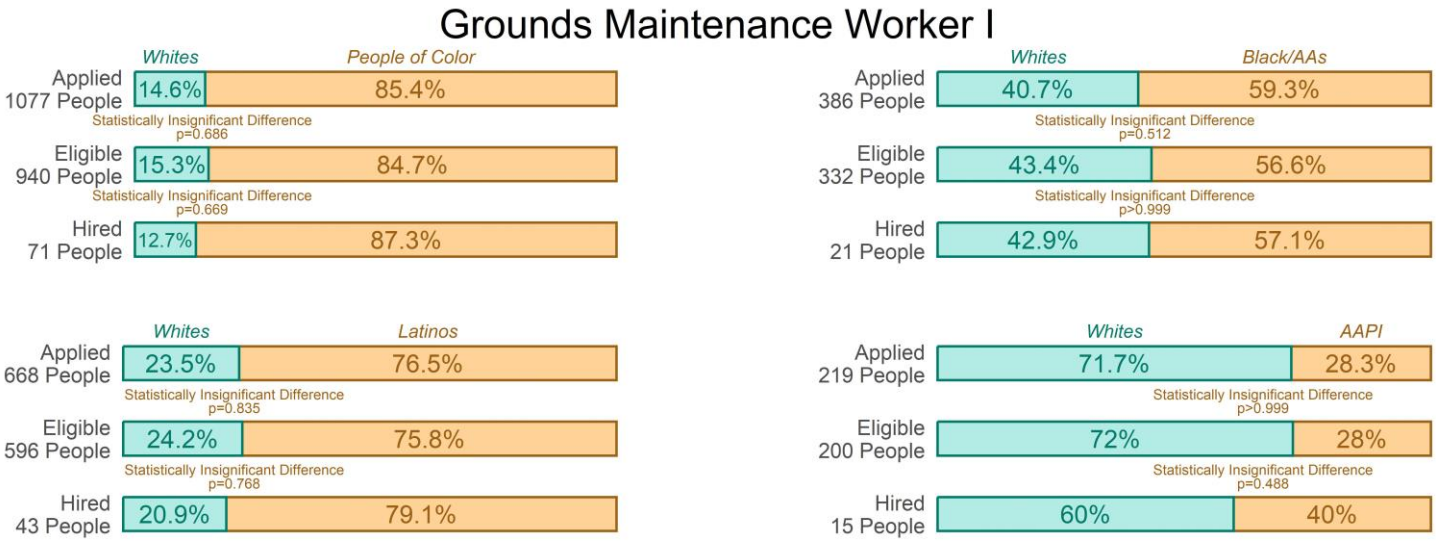
There are not significant differences between the gender proportions at each recruitment stage.



Grounds Maintenance Worker I

This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 85% non-White.

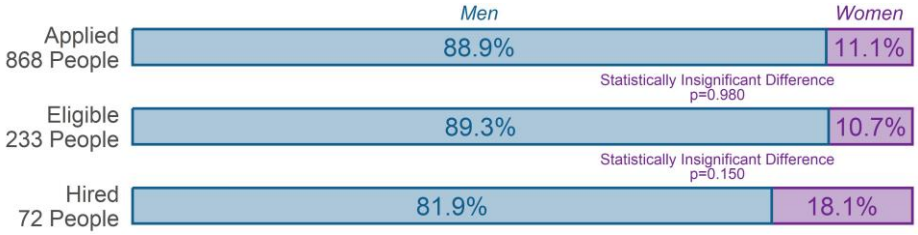
There are not significant differences between the racial and ethnic proportions at any recruitment stage.



Grounds Maintenance Worker II

This is a male-dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 80% male.

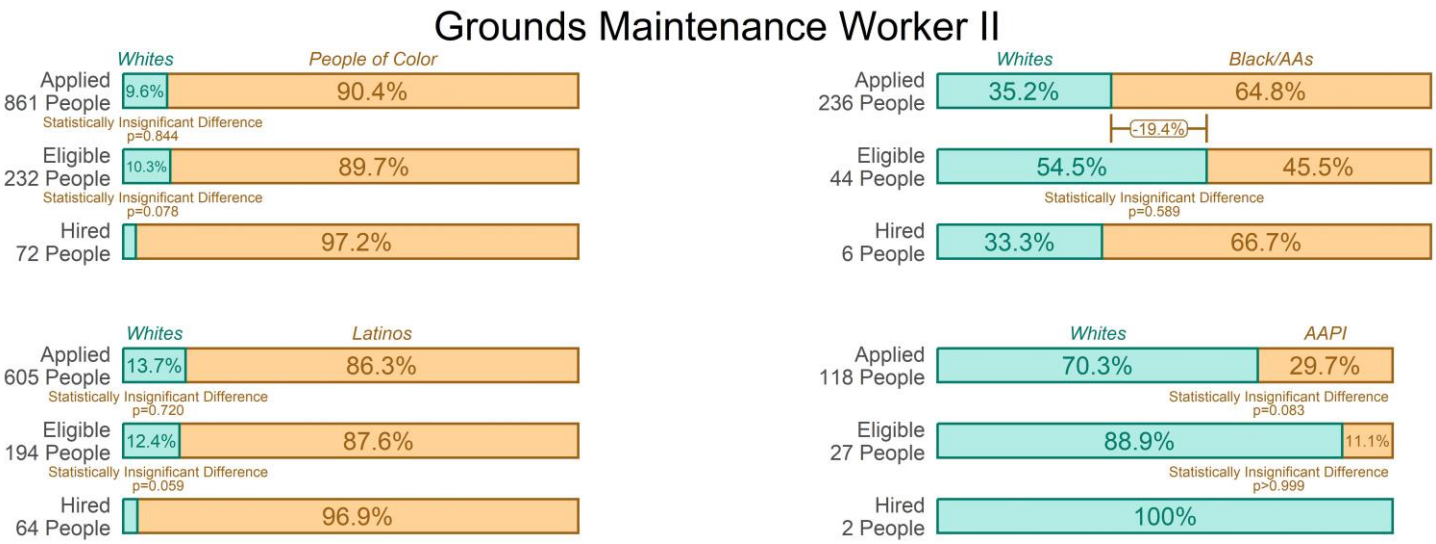
There are no significant differences between the gender proportions at any recruitment stage.



Grounds Maintenance Worker II

This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 89% non-White.

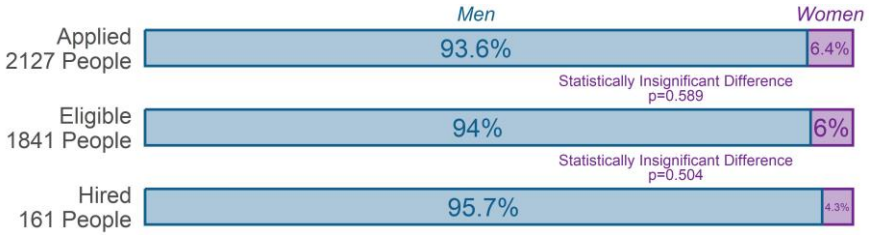
There are not significant differences between the racial and ethnic proportions at any recruitment stage.



Laborer

This is a male-dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 93% male.

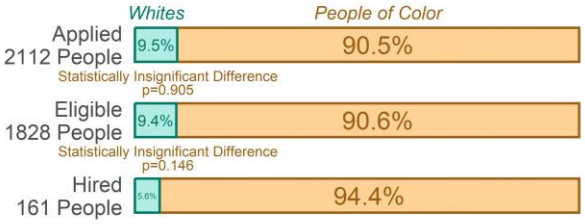
There are no significant differences between the gender proportions at any recruitment stage.

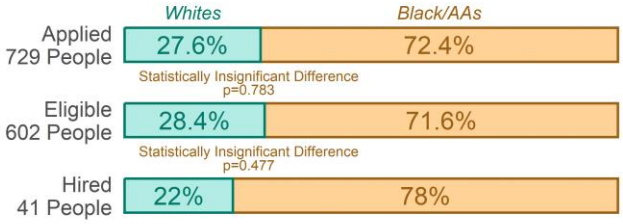


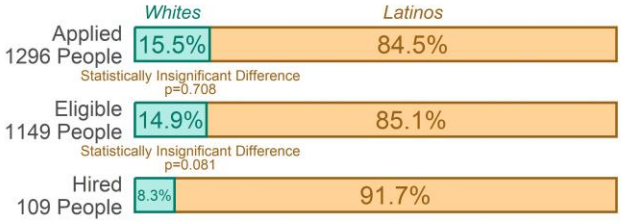
This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 90% non-White.

There are not significant differences between the racial and ethnic proportions at any recruitment stage.

Laborer

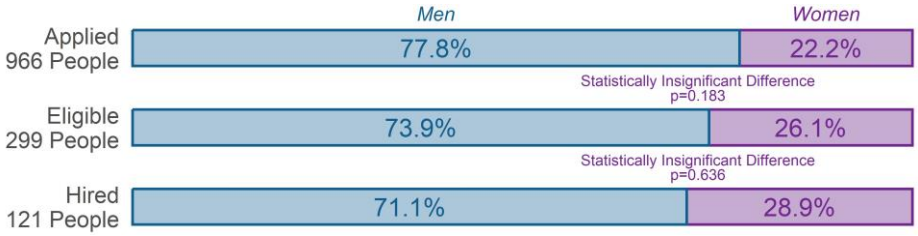






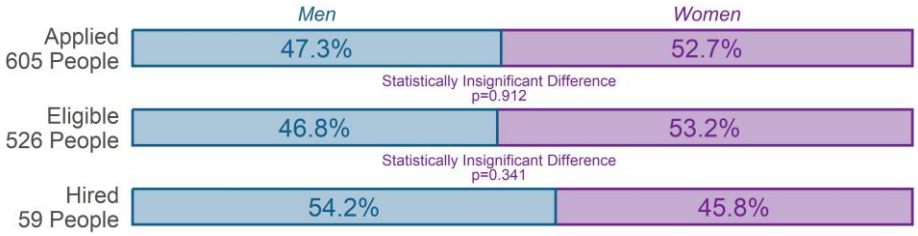
Lifeguard I

There are no significant differences between the gender proportions at any recruitment stage. Over 70% of all applicants, qualified applicants, and hired applicants are male.



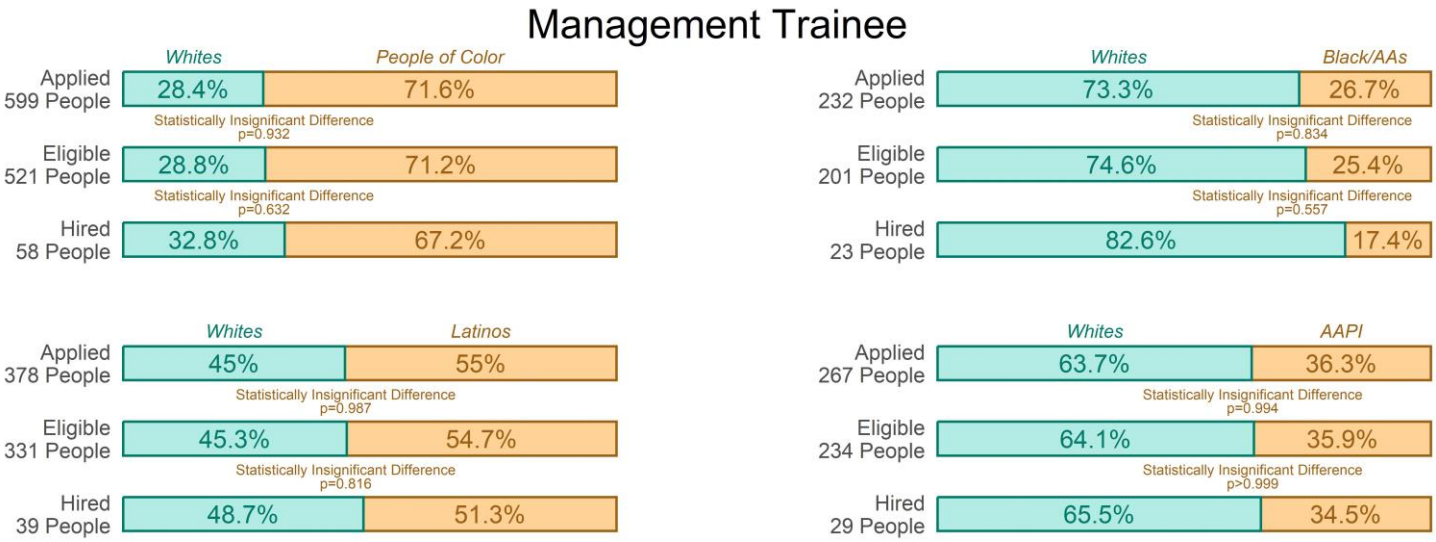
Management Trainee

There are no significant differences between the gender proportions at any recruitment stage.



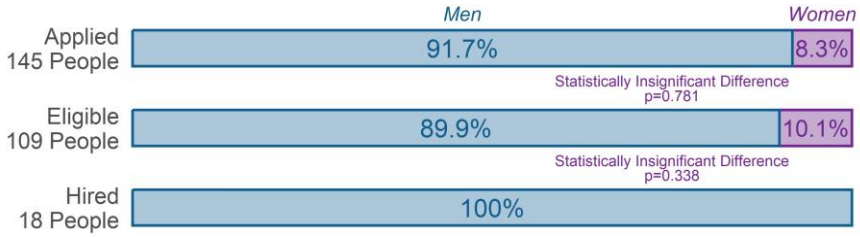
This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 67% non-White.

There are not significant differences between the racial and ethnic proportions at any recruitment stage.



Utility Worker I

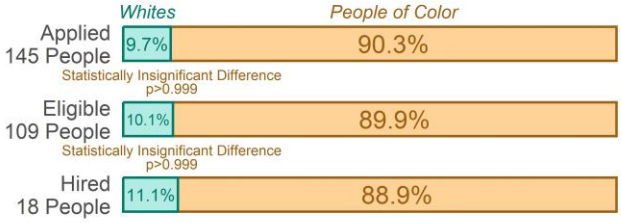
This is a male-dominated role with men representing over 90% of individuals at all stages of recruitment.

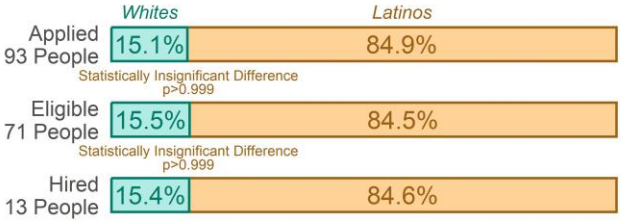


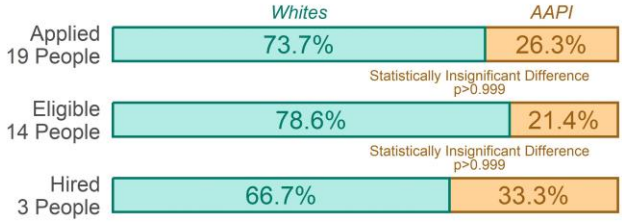
This is a non-White dominated role. Individuals at all stages of the recruitment process (applications, qualified applications, and hired people) are over 88% non-White.

There are not significant differences between the racial and ethnic proportions at any recruitment stage.

Utility Worker I







Qualitative Methods and Results

Our study utilizes focus groups and surveys to explore potential root causes of pay inequities from the perspective of city employees. This qualitative analysis enriches our data analysis by collecting firsthand experiences, views, and policy solutions regarding pay inequities.

Through 16 focus groups and multiple interviews, we received insights from 114 employees including classified and unclassified personnel, management analysts, police officers and dispatchers, firefighters, and members of the Black Employee Association (see appendix for the methodology we used to recruit focus group participants and participation rates). The recordings of these conversations were transcribed and analyzed to extract common themes.

The themes from the focus groups generated many hypotheses on factors associated with pay equity. The validity of these hypotheses upon the larger workforce were tested using an employee survey. Employees were emailed an invitation to participate in this survey. We ensured participants that their responses would remain in possession of our firm, participation and responses in the survey would not be disclosed to any other employee, and the published results would ensure participant anonymity. We also provided a material incentive in the form of a raffle for one of many $25 Amazon gift cards.

Themes were presented in the form of survey statements. Respondents could either agree or disagree in varying degrees to these statements using a 10-point Likert scale. The survey also featured multiple choice and open-ended questions. We also constructed questions for certain occupational groups. The final survey included a total of 30 questions and took less than 10 minutes to complete (see Appendix for the list of questions included in the survey). We received a total of 3,143 responses to our survey for an overall response rate of 28%

List of Survey Questions

General Questions

1. Education – What is your highest level of education?
2. Breadwinner – I am the primary breadwinner in my household.
3. Work Remotely – I work remotely.
4. Job Description – My job description is well defined and clear.
5. Advancement Path – I see a clear path to advance in my current department.
6. Work Life Balance – I am able to achieve a healthy life work balance.
7. Supervisor Support – My supervisor supports my growth and treats me fairly.
8. Exploit Promotion – The current promotion process could be exploited to deny someone a promotion.
9. Gender Performance – My job can be performed equally well by all genders.
10. Family Obligations – My family obligations have diminished my opportunities for career advancement.
11. Family in SD – I have close family ties in San Diego.
12. True Self – I feel like I can be my true self at work.
13. New Employees – My department values new employees over long-serving employees.

14. Racial Discrimination – While I have been a city employee, I have witnessed racial ethnic discrimination in the workplace (e.g., failure to promote, earning lower wages, being given less demanding assignments, receiving less support from supervisors based on one's race or ethnicity, etc.).
15. Overtime Fair – Overtime is fairly allocated in my department.
16. Leadership Values – I feel valued by my leaderships.
17. Public values – I feel valued by the general public in San Diego.
18. Promotion Feedback – I received meaningful feedback when I was denied a promotion within the City.
19. Overtime Promoted – Taking more overtime helps you get promoted.
20. Gender Discrimination – I have witnessed gender discrimination in the workplace (e.g., failure to promote, earning lower wages, being given less demanding assignments, receiving less support from supervisors based on one's gender, etc.).
21. Promotion Connections – Getting promoted is usually about who you know and not what you know.
22. Train More Money – I have had to train people that make more money than me.
23. Third Party Promotions- If the City hired an independent third party for the promotion process the benefits (e.g., more equity) would outweigh the drawbacks (e.g., more red tape).
24. Losing Benefits – I stay in my job because I fear losing my benefits.
25. Overtime Support Family – I take more overtime to support my family.
26. Desire Overtime – I would like to take (less, about the same amount of, more) overtime. (Not asked of unclassified employees.)

Police Officer Specific Questions

1. Overtime Preference – I get the type of overtime I prefer.
2. SDPD recruits – The SDPD would get a broader pool of recruits if _____,
3. Open Investigations – Open investigations for minor infractions carry too much weight in the promotion process.
4. Retain Women PD – More could be done to recruit and retain women police officers in San Diego.

Fire Fighter Specific Questions

1. FD Mandatory Overtime – People can exploit the current system for assigning mandatory overtime.
2. FD Parent – I can be the parent I want to be as a San Diego fire fighter.
3. Wildfire Strike Team – I look forward to being on the Wildfire Strike Team.
4. Women Fire fighters – More women would want to be San Diego fire fighters if _____.

Classified Specific Questions

1. Dangerous Work – My work is dangerous.

2. City Risk – The city recognizes the risk in my working conditions.
3. Pay with Peers – I feel comfortable discussing my pay with my peers.
4. Pay with Supervisor – I feel comfortable discussing my pay with my supervisor.

Unclassified Specific Questions

1. Negotiate Pay – When I accepted my position, I was aware I could negotiate my pay.
2. Unclassified pay should be based on _____.
3. Paid Market Rate – I am paid the market rate for my position.
4. Private Sector Opportunities – The private sector offers much more attractive opportunities than the City of San Diego.

The survey initially distributed to employees included two questions regarding labor union support. These two questions were: 1) Are you a member of the labor union? (Yes/No); and 2) I get a good return on my union dues. (Strongly disagree to Strongly agree). These two questions were ultimately removed from the survey within 24 hours of its distribution to employees.

All of the responses for these two questions collected during the first 24 hours of the survey distribution were deleted when the questions were removed from the live survey. The survey thereafter made no mention of these two questions.

Focus Group Volunteer Rates

Focus group participants were selectively invited via email based on a variety of factors: broad representation across the workforce, a minimum of three years' city employment, and a focus on the 2020 study's findings related to Firefighters, Police Officers, and Administrative Support personnel. Focus groups were structured to enable open-ended discussions, accommodating 8-15 similar-ranking employees. The groups intentionally varied in demographic makeup, with some maintaining a balanced representation, and others exclusively representing women or people of color. This was done to understand the impact of racial and gender diversity on the discussions and create environments conducive to free dialogue. We conducted personal interviews for those who were unable to attend a focus group or had additional concerns to share.

Volunteer Rates by Focus Group

Focus Group	Number of Invitations	Number of Volunteers	Volunteer Rate
Police Officer	1,091	3	0.27%
Police Administration	100	6	6.00%
Police Dispatch	117	5	4.27%
Unclassified Leadership (Coordinator, Manager, Deputy Director, Director)	373	51	13.67%
Management Analysts	207	54	26.09%
Classified (Public Utilities, Transportation, Fleet, Parks & Rec)	1,240	10	0.81%
Environmental Services	188	2	1.06%

Employee Survey Response Rates

Survey Response Rates by Job Type

Job Type	Respondents	Total Employees	Response Rate
AccountingandFinance	66	108	61.1%
Administrative Support	474	1,058	44.8%
Auditor	11	20	55.0%
Building Trades and Facilities Maint	20	128	15.6%
Chemist Biologist	88	161	54.7%
City Attorney	111	183	60.7%
City Atty Invstgtr	25	43	58.1%
City Council Support	45	89	50.6%
Cmnty Dev Spec	19	26	73.1%
Code Compliance Officer	24	55	43.6%
Collections	6	20	30.0%
Communications	18	22	81.8%
Communications Tech	16	35	45.7%
Crime Lab	16	40	40.0%
Crime Scene Spec and Print Examiners	7	20	35.0%
Custodian	2	27	7.4%
Development Inspector	34	88	38.6%
Development Project Manager	24	54	44.4%
Director	91	159	57.2%
Disposal Site Operations	8	76	10.5%
Electrician and Plant Proc Cntrl	15	66	22.7%
Engineer Civil	219	796	27.5%
Engineer Electrical	7	25	28.0%
Engineer Other	7	16	43.8%
Env Haz Mat Inspctr	7	9	77.8%
Executive	9	18	50.0%
Executive Assistant	16	31	51.6%
Fire Dispatch	15	56	26.8%
Fire Fighter	285	942	30.3%
Fire Prevention	15	40	37.5%
Fleet Technician	19	133	14.3%
Golf Operations	17	38	44.7%
Information Systems	37	93	39.8%
Intern	19	167	11.4%
Land Surveying	13	63	20.6%
Librarian	143	468	30.6%
Lifeguard	34	373	9.1%
Mayor Representative	6	14	42.9%
Other Equip Tech	6	42	14.3%
Paralegal	16	29	55.2%
Park Ranger	25	52	48.1%
Parking Enforcement	9	66	13.6%
Parks Grounds Maintenance	76	473	16.1%
Plan Review Spec	24	48	50.0%
Planner	95	156	60.9%
Police Dispatch	30	151	19.9%
Police Officer	224	1,879	11.9%
Procurement	2	17	11.8%
Program Coordinator	74	121	61.2%
Program Manager	103	196	52.6%
Proj Offcr and Eng Aide	36	137	26.3%
Property Agent	14	31	45.2%
Public Utilities Field Rep	8	37	21.6%
Public Works Dispatch	5	20	25.0%
Rec Center Leadership	107	459	23.3%
Refuse Collection	4	217	1.8%
Reservoir Mgmt	5	31	16.1%
Risk Mgmt Claims	23	32	71.9%
Safety Rep Ofcr	5	13	38.5%
Service Officer	2	21	9.5%
Stock Clerk and Store Operations	12	45	26.7%
Storm Water Inspector	5	14	35.7%
Swimming Pool Mgmt	23	165	13.9%
Training	10	21	47.6%
Transportation Public Works	21	307	6.8%
Utilities Equip Oper	2	27	7.4%
Utilities Tech Other	24	48	50.0%
Utility Plant Tech	33	120	27.5%
Wastewater Plant Operations	24	73	32.9%
Water Plant Operations	6	30	20.0%
Water System Tech	39	240	16.2%
Water Utility Worker	17	124	13.7%
Wstwtr Pretrmt Inspctr	12	16	75.0%
Zoning Investigator	20	37	54.1%

Survey Response Rates by Race and Ethnicity

Race or Ethnicity	Number of Respondents	Total Employees	Response Rate
Asian, Filipino, or Native Pacific Islander	416	1,367	30.4%
Black or African American	293	1,299	22.6%
Hispanic or Latino	888	3,741	23.7%
Other	121	427	28.3%
White	1,552	4,869	31.9%

Survey Responses Rates by Gender

Gender	Number of Respondents	Total Employees	Response Rate
Male	1,805	7,774	23.2%
Female	1,458	3,910	37.3%

Survey Response Rates by Survey Group

Survey Group	Number of Respondents	Total Employees	Response Rate
Classified	2,250	7,872	28.6%
Firefighter	285	910	31.3%
Police Officer	224	1,882	11.9%
Unclassified	511	1,040	49.1%

Open-Ended Question Responses

Though most survey questions used a 10-point Likert scale, a few open-ended questions were included in the section that was specific to certain occupational groups, including classified employees, unclassified employees, fire fighters, and police officers. (Appendix contains the list of questions included in the survey). The open-ended questions give employees an opportunity to provide their opinions or explain their previous answers. The collected information holds important insights and motivations that can be used to design future research and generate solution ideas.

Firefighters

To better understand the root causes and potential solutions to the lack of gender diversity among firefighters, we asked firefighters the following question:

More women would want to be San Diego firefighters if _____.

The majority of the 160 responses fall into four key groups.

1. More women would want to be San Diego firefighters if **they were qualified physically** (52 responses) - This sentiment was only expressed by men and was received from a wide range of ranks. Some examples include:

   More women would want to be San Diego firefighters if it was less physically demanding. (Male Fire Captain)

   More women would want to be San Diego firefighters if they were strong enough to be effective. (Male Fire Engineer)

> More women would want to be San Diego firefighters if the physical standards were lowered to an unsafe level. (Male Fire Captain)
>
> More women would want to be San Diego firefighters if they were genetically built more like men. This would give them the physical attributes it takes to perform this job for 30 years. Strength, height, and muscle mass. (Male Firefighter[27])
>
> More women would want to be San Diego firefighters if they were physically capable of throwing a ladder by themselves and able to do the job lives depend on instead of lowering the standards and safety of our citizens so the City can keep "equality" numbers up. (Male Firefighter)
>
> The majority of the women I have worked with recently seem incapable of performing the duties I feel are necessary to save me in a majority of situations. (Male Firefighter)

2. More women would want to be San Diego firefighters if **the pay were commensurate with other agencies** (39 responses) - This sentiment was expressed by department members from a wide variety of ranks and predominantly by men. An example of this sentiment is:

> Women are in demand in all fire departments, so why choose to come here when the pay and benefits are still much less than comparable agencies? (Male Fire Engineer)

3. More women would want to be San Diego firefighters if **there were a more inclusive culture** (14 responses) - This sentiment was expressed by both women and men, and by department members from a wide variety of ranks. Some examples include:

> There is a toxic sexist culture in the department that has been witnessed but not addressed. The change needs to come from leadership and be enforced down. (Female Senior Firefighter[28])
>
> More women would want to be San Diego firefighters if there was emphasis put on changing fire service culture, egos, and attitudes towards diversity. (Male Battalion Chief)
>
> More women would want to be San Diego firefighters if [there were] more encouragement and less discrimination. (Male Firefighter)
>
> More women would want to be San Diego firefighters if, at times, we were given an opportunity to prove our competency before assumptions were made by certain individuals. (Female Firefighter)

Other responses that addressed culture mentioned the need for equal opportunity, the undermining of female captains and chiefs, the good old boys club, and captains openly expressing negative thoughts regarding female firefighters.

4. More women would want to be San Diego firefighters if **women were better represented among the existing firefighters** (9 responses) - This sentiment was expressed by both women and men, and by department members from a wide variety of ranks. Examples of this sentiment are:

> More women would want to be San Diego firefighters if more women were promoted to higher ranks than [battalion chief]. If more women were hired at the entry level of the department. This

[27] When listed in a quote attribution, 'Firefighter' includes the rank of Firefighter 1, Firefighter 2, and Firefighter 3.

[28] To prevent identifying any one individual, we've grouped the women in higher firefighter ranks into "Senior Firefighter." This includes all ranks at or above engineer: Fire Engineer, Fire Captain, Fire Battalion Chief, Deputy Fire Chief, Asst Fire Chief and Fire Chief.

can only be accomplished by doubling down on targeted outreach to women. (Male Battalion Chief)

More women would want to be San Diego firefighters if we had more women. Or if they knew our history of having 20% female department and being prideful of that. (Male Fire Captain)

More women would want to be San Diego firefighters if women saw more women in the department's higher leadership positions. (Female Firefighter)

Other Noteworthy Responses

More women would want to be San Diego firefighters if the job responsibilities were different. (Male Fire Engineer)

More women would want to be San Diego firefighters if they were mentored and encouraged by all men and women in the department. . . Most women don't truly believe they can do the job. Strong male leadership (Male Fire Captain)

This isn't a job that discriminates over gender or race. But rather physical and mental performance. A job such as this where mental and physical performance could mean life or death should stress "equity" more than equality. Provide all candidates and employees with the same resources to be successful, however, leveling the playing field could create dangerous situations as it applies to the preservation of life and property. Best candidate for this job regardless of race/gender etc. (Male Fire Captain)

The path to passing the fire academy was not biased and geared towards male employees. Currently, the curriculum and testing materials are loose and not based on established standards. Instructors can skew results, so women know they have a more difficult experience based on reputation and word of mouth. (Male Fire Captain)

This is not a question of "if"… it is the desire to want to do the physically demanding work of this career. This job requires that one day, you may be called upon to rescue your co-worker from a horrible situation. It is not for the timid or weak. I do not want to enter a building on fire with someone who is not capable of doing the job, which could mean rescuing me or a civilian. This is an EXTREMELY stressful and physically demanding job, there is no way to make someone want it more by reducing the job description. The members do not want to see that their life could depend on someone who was "interested" in the job… (Male Fire Engineer)

Cancer is a major health risk for female firefighters. We have a 300% increase in the risk of breast cancer. Pregnancy/Leave/Breastfeeding. Firefighting makes being a mother difficult. There are not defined processes or protections for this season of a woman's life. (Female Senior Firefighter)

Concrete Suggestions

More women would want to be San Diego firefighters if [all firefighters] had 24-hour or more flexibility for childcare and better support for maternity and paternity leave. (Male Battalion Chief)

Switch from 24-hour shifts to 10, 12, or 9 and 15-hour shifts. Lack of sleep is a deterrent and causes detrimental health effects. Publicize that a mother who is breastfeeding can go on modified duty until the time of breastfeeding is done. Highlight the various career opportunities, promotions, and specialty positions. More women's Fire Prep academies and Empowerment camps and programs. (Male Deputy Fire Chief)

> More women would want to be San Diego firefighters if [they were] recruited from areas such as college sports events, marathons, triathlons, etc. (Male Fire Captain)
>
> Have more inclusive Prep Academies for both genders. I fully support the Women's Prep and GEC, but we also need to have a Coed Prep like 'Fire Camp' and promote EQUALITY and togetherness. It would also boost morale within the department. Women-only events are good but need to be supplemented with coed events because we work together; men and women on this job and need to promote brotherhood and sisterhood hand in hand. . . It should not be about gender but about people helping people. (Female Firefighter)

Police Officers

There are 180 responses to the following open-ended question on the survey of police officers:

The SDPD would get a broader pool of recruits if _____,

1. SDPD would get a broader pool of recruits if **there was less political interference and fewer "woke" policies** (20 Responses) – This sentiment was expressed by men and women with a wide range of ranks.

   > We need less of a broader pool and more of a capable pool. We should not be hiring based on "equity" but rather based on "ability". I want to know the person standing with me and potentially saving my life has the capability to do the job regardless of their race, religion, gender, etc. (Male Officer)
   >
   > focused on quality over quantity. Right now the general perception is SDPD is hiring/promoting/advancing based upon demographics rather than merit. I have personally been told by leadership that I was passed over for a specialized unit because I did not fit the demographic they were looking for despite being significantly more qualified than the chosen candidate. (Male Detective)
   >
   > we stopped promoting woke nonsense. Pushed to get city management to support law enforcement instead of entertaining the idea of the Protect Act. Spend money on department buildings instead of "sexy streets" and unused bike lanes. (Male Lieutenant)
   >
   > SDPD stuck to core principles of hiring, promoting and recognizing the best people for the position. Race, gender, diversity quotas and "equity" should have zero impact on the hiring and promotional process. However, D,E & I does play a noticeable role and it's not in favor of those individuals which you are trying to marginalize through this "study" and survey. (Male Sergeant)
   >
   > The biased political / social rhetoric against law enforcement would stop. This was once a "Noble Profession" that has been forever damaged by the social justice cause. (Male Officer)
   >
   > They didn't impose a vaccine mandate. (Male Officer)

2. SDPD would get a broader pool of recruits if **the pay were better** (85 Responses) – This sentiment was expressed by men and women with a wide range of ranks.

3. SDPD would get a broader pool of recruits if **the retirement benefits were better** (30 Responses) – This sentiment was expressed by men and women with a wide range of ranks. 22 out of 30 responses mentioned bringing back the Deferred Retirement Option (DROP)

4. SDPD would get a broader pool of recruits if **there was more support for police officers from the public and political leaders** (27 Responses)

the department and law enforcement in general was more supported by local government and the general public. This support needs to occur throughout the year, and in difficult times for law enforcement rather than just as a soundbyte for TV. (Male Lieutenant)

The members of the city council and mayor's office publicly supported the police department more. (Male Police Sergeant)

the police were supported by the public and main stream media. (Male Lieutenant)

If the political narrative changed about cops being bad and corrupt. If leadership including the Chief and politicians supported police it would be more productive and positive for employees and citizens. (Female Detective)

5. SDPD would get a broader pool of recruits if **they reformed current practices** (22 Responses)

Show people in the community real changes are taking place. It would make the profession more attractive to people from all backgrounds. Stop supporting the notion that asking for police accountability is anti-police. (Male Sergeant)

If they allowed one time use or experimentation with marijuana to be acceptable in the recruiting process. Increase the recruit's pay and provide funding for first time recruits, for all their belt equipment. (Male Police Officer 2)

Beards and tattoos were allowed. (Male Police Officer 1)

they relaxed grooming and uniform policies (Male Police Officer 2)

Be more open to higher starting pay, tattoos, beards, etc. The things that millennials are focused on. (Male Police Officer 2)

They provided all the necessary equipment (like other agencies do), instead of making recruits pay for [their] own equipment. (Male Police Officer 1)

Take away the lie detector test. (Male Police Officer 1)

Forget the polygraph test. Lost a lot of good recruits that went to sheriffs/other LE agencies in my opinion. (Female Police Officer 1)

we focused on the "why" as to the reason applicants want to be police officers and ensure that it is out of duty to society, and a deep-felt obligation as a citizen, to do their part in securing our communities. Duty to serve vs right to serve.. (Male Lieutenant)

They implemented a multifaceted approach to recruitment that includes expanding their outreach efforts, offering competitive incentives, promoting diversity and inclusivity, and implementing targeted advertising campaigns. By engaging with communities, schools, and local organizations, the department can create a more diverse and qualified group of applicants eager to serve and protect their city. Furthermore, providing ongoing training and support will help retain and develop a robust and dedicated police force. (Male Police Officer 2)

they would set up a pre-academy course for those interested before they actually apply and attend the actual academy.. (Female Sergeant)

They expanded their cadet program and explorer program. Hired cadets and explorers as PISO's. As long as the PISO worked X years, the department would guarantee sponsorship at the Police Academy as long as the PISO was eligible. (Male Sergeant)

6. SDPD would get a broader pool of recruits if **they focused on the satisfaction and retention of current officers** (21 Responses)

   SDPD needs to spend less money on recruitment and more time, money and effort on retention. (Female Lieutenant)

   Value was shown and demonstrated to current employees who would then recruit and recommend working for the department. (Female Sergeant)

   Retention incentives should be created to keep officers from leaving. This should occur at ALL levels of tenure. (Male Lieutenant)

Ordinal Survey Results

Work Remotely

Table 45: *Remote Work - By Race*

	I work remotely _____			
Ethnic Origin	Never	Occasionally	Frequently	Always
White	727/1552 (47%)	388/1552 (25%)	379/1552 (24%)	58/1552 (4%)
Hispanic or Latino	423/888 (48%)	209/888 (24%)	202/888 (23%)	54/888 (6%)
Asian, Filipino, or Native Pacific Islander	160/416 (38%)	122/416 (29%)	100/416 (24%)	34/416 (8%)
Black or African American	143/292 (49%)	69/292 (24%)	69/292 (24%)	11/292 (4%)
Other	55/121 (45%)	27/121 (22%)	34/121 (28%)	5/121 (4%)

Table 46: *Remote Work - By Gender*

	I work remotely _____			
Gender	Never	Occasionally	Frequently	Always
Male	1018/1804 (56%)	392/1804 (22%)	320/1804 (18%)	74/1804 (4%)
Female	484/1458 (33%)	423/1458 (29%)	463/1458 (32%)	88/1458 (6%)

Table 47: *Remote Work - By Gender & Race*

		I work remotely _____			
Gender	Race	Never	Occasionally	Frequently	Always
Female	White	203/647 (31%)	189/647 (29%)	220/647 (34%)	35/647 (5%)
Female	Hispanic or Latino	139/394 (35%)	117/394 (30%)	113/394 (29%)	25/394 (6%)
Female	Asian, Filipino, or Native Pacific Islander	64/208 (31%)	63/208 (30%)	60/208 (29%)	21/208 (10%)
Female	Black or African American	57/157 (36%)	43/157 (27%)	52/157 (33%)	5/157 (3%)
Female	Other	21/52 (40%)	11/52 (21%)	18/52 (35%)	2/52 (4%)
Male	White	521/902 (58%)	199/902 (22%)	159/902 (18%)	23/902 (3%)
Male	Hispanic or Latino	283/492 (58%)	92/492 (19%)	88/492 (18%)	29/492 (6%)
Male	Asian, Filipino, or Native Pacific Islander	96/208 (46%)	59/208 (28%)	40/208 (19%)	13/208 (6%)
Male	Black or African American	86/135 (64%)	26/135 (19%)	17/135 (13%)	6/135 (4%)
Male	Other	32/67 (48%)	16/67 (24%)	16/67 (24%)	3/67 (4%)

Table 48: *Remote Work - By Job Type*

	I work remotely _____			
Job Type	Never	Occasionally	Frequently	Always
Administrative Support	131/474 (28%)	163/474 (34%)	166/474 (35%)	14/474 (3%)
Fire Fighter	247/285 (87%)	27/285 (9%)	6/285 (2%)	5/285 (2%)
Police Officer	199/224 (89%)	23/224 (10%)	0/224 (0%)	2/224 (1%)
Engineer - Civil	27/219 (12%)	85/219 (39%)	102/219 (47%)	5/219 (2%)
Librarian	126/143 (88%)	16/143 (11%)	0/143 (0%)	1/143 (1%)
City Attorney	18/111 (16%)	52/111 (47%)	41/111 (37%)	0/111 (0%)
Rec Center Leadership	88/107 (82%)	12/107 (11%)	3/107 (3%)	4/107 (4%)
Program Manager	10/103 (10%)	33/103 (32%)	45/103 (44%)	15/103 (15%)
Planner	5/95 (5%)	33/95 (35%)	53/95 (56%)	4/95 (4%)
Director	11/91 (12%)	53/91 (58%)	27/91 (30%)	0/91 (0%)
Chemist/Biologist	33/88 (38%)	45/88 (51%)	9/88 (10%)	1/88 (1%)
Parks Grounds Maintenance	50/76 (66%)	13/76 (17%)	3/76 (4%)	10/76 (13%)
Program Coordinator	3/74 (4%)	19/74 (26%)	41/74 (55%)	11/74 (15%)
Accounting and Finance	1/66 (2%)	3/66 (5%)	15/66 (23%)	47/66 (71%)
City Council Support	11/45 (24%)	26/45 (58%)	8/45 (18%)	0/45 (0%)
Water System Tech	33/38 (87%)	2/38 (5%)	2/38 (5%)	1/38 (3%)
Information Systems	7/37 (19%)	10/37 (27%)	16/37 (43%)	4/37 (11%)
Proj Offcr and Eng Aide	13/36 (36%)	11/36 (31%)	11/36 (31%)	1/36 (3%)
Development Inspector	2/34 (6%)	9/34 (26%)	20/34 (59%)	3/34 (9%)
Lifeguard	30/34 (88%)	3/34 (9%)	1/34 (3%)	0/34 (0%)
Utility Plant Tech	26/33 (79%)	3/33 (9%)	1/33 (3%)	3/33 (9%)
Police Dispatch	27/30 (90%)	2/30 (7%)	1/30 (3%)	0/30 (0%)
City Atty Invstgtr	2/25 (8%)	16/25 (64%)	7/25 (28%)	0/25 (0%)
Park Ranger	19/25 (76%)	5/25 (20%)	1/25 (4%)	0/25 (0%)

Within each of these job types we looked at differences in remote work between men and women and between Whites and non-Whites. The following were statistically significant:

- White employees in the Chemist/Biologist job type were 3.7 times more likely to work remotely than their Non-White counterparts.
- Women in the Engineer-Civil role were 3.5 times more likely to work remotely than their male counterparts.
- Women in the City Attorney role were 3.4 times more likely to work remotely than their male counterparts.
- Women in the Program Manager role were 4.2 times more likely to work remotely than their male counterparts.
- Women in the Director role were 3.4 times more likely than their male counterparts to frequently or always work remotely.

Education

Table 49: *Education - By Race*

	What is your highest level of education?			
Race	High School	Some College/Associates	Completed Bachelor's	Graduate degree
White	51/2148 (2%)	574/2148 (27%)	932/2148 (43%)	583/2148 (27%)
Latino	126/1342 (9%)	537/1342 (40%)	495/1342 (37%)	178/1342 (13%)
AAPI	12/595 (2%)	132/595 (22%)	318/595 (53%)	133/595 (22%)
Black	36/445 (8%)	214/445 (48%)	112/445 (25%)	81/445 (18%)
Other	5/175 (3%)	61/175 (35%)	68/175 (39%)	40/175 (23%)

Table 50: *Education - By Gender*

	What is your highest level of education?			
Gender	High School	Some College/Associates	Completed Bachelor's	Graduate degree
Male	156/2791 (6%)	983/2791 (35%)	1140/2791 (41%)	500/2791 (18%)
Female	73/1903 (4%)	531/1903 (28%)	781/1903 (41%)	513/1903 (27%)

Table 51: *Education - By Gender & Race*

		What is your highest level of education?			
Gender	Race	High School	Some College/Associates	Completed Bachelor's	Graduate degree
Female	White	12/826 (1%)	182/826 (22%)	337/826 (41%)	294/826 (36%)
Female	Latino	39/530 (7%)	186/530 (35%)	220/530 (42%)	84/530 (16%)
Female	AAPI	5/268 (2%)	48/268 (18%)	145/268 (54%)	70/268 (26%)
Female	Black	14/207 (7%)	94/207 (45%)	53/207 (26%)	44/207 (21%)
Female	Other	3/72 (4%)	21/72 (29%)	26/72 (36%)	21/72 (29%)
Male	White	39/1318 (3%)	390/1318 (30%)	593/1318 (45%)	289/1318 (22%)
Male	Latino	86/809 (11%)	351/809 (43%)	274/809 (34%)	93/809 (12%)
Male	AAPI	7/326 (2%)	83/326 (25%)	173/326 (53%)	63/326 (19%)
Male	Black	22/237 (9%)	120/237 (51%)	59/237 (25%)	36/237 (15%)
Male	Other	2/101 (2%)	39/101 (39%)	41/101 (41%)	19/101 (19%)

Table 52: *Education - By Job Type*

	What is your highest level of education?			
Job Type	High School	Some College/Associates	Completed Bachelor's	Graduate degree
Administrative Support	36/581 (6%)	282/581 (49%)	200/581 (34%)	63/581 (11%)
Police Officer	13/523 (2%)	155/523 (30%)	264/523 (50%)	90/523 (17%)
Engineer - Civil	0/380 (0%)	9/380 (2%)	259/380 (68%)	112/380 (29%)
Fire Fighter	3/349 (1%)	180/349 (52%)	147/349 (42%)	19/349 (5%)
Librarian	4/214 (2%)	53/214 (25%)	62/214 (29%)	95/214 (44%)
Rec Center Leadership	16/156 (10%)	68/156 (44%)	57/156 (37%)	12/156 (8%)

	What is your highest level of education?			
Job Type	High School	Some College/Associates	Completed Bachelor's	Graduate degree
Program Manager	0/129 (0%)	19/129 (15%)	55/129 (43%)	55/129 (43%)
City Attorney	0/124 (0%)	0/124 (0%)	0/124 (0%)	124/124 (100%)
Planner	0/115 (0%)	0/115 (0%)	62/115 (54%)	53/115 (46%)
Director	0/113 (0%)	4/113 (4%)	54/113 (48%)	55/113 (49%)
Parks Grounds Maintenance	25/110 (23%)	75/110 (68%)	6/110 (5%)	2/110 (2%)
Chemist/Biologist	0/106 (0%)	2/106 (2%)	63/106 (59%)	41/106 (39%)
Program Coordinator	1/84 (1%)	10/84 (12%)	33/84 (39%)	40/84 (48%)
Proj Offcr and Eng Aide	1/74 (1%)	21/74 (28%)	39/74 (53%)	12/74 (16%)
Accounting and Finance	0/73 (0%)	0/73 (0%)	51/73 (70%)	22/73 (30%)
Water System Tech	18/70 (26%)	47/70 (67%)	4/70 (6%)	0/70 (0%)
Lifeguard	1/56 (2%)	17/56 (30%)	32/56 (57%)	6/56 (11%)
Police Dispatch	2/52 (4%)	25/52 (48%)	21/52 (40%)	4/52 (8%)
Utility Plant Tech	16/52 (31%)	28/52 (54%)	4/52 (8%)	3/52 (6%)
City Council Support	1/50 (2%)	11/50 (22%)	25/50 (50%)	13/50 (26%)
Transportation - Labor	7/49 (14%)	38/49 (78%)	3/49 (6%)	1/49 (2%)
Information Systems	0/47 (0%)	10/47 (21%)	28/47 (60%)	9/47 (19%)
Development Inspector	7/40 (18%)	23/40 (57%)	9/40 (22%)	1/40 (2%)
Development Project Manager	0/39 (0%)	5/39 (13%)	20/39 (51%)	14/39 (36%)
Swimming Pool Mgmt	4/38 (11%)	16/38 (42%)	14/38 (37%)	2/38 (5%)
Park Ranger	0/37 (0%)	6/37 (16%)	29/37 (78%)	2/37 (5%)
Building Trades and Facilities Maint	10/35 (29%)	21/35 (60%)	3/35 (9%)	0/35 (0%)
Intern	1/35 (3%)	13/35 (37%)	18/35 (51%)	2/35 (6%)
Code Compliance Officer	2/33 (6%)	18/33 (55%)	12/33 (36%)	1/33 (3%)
Plan Review Spec	0/33 (0%)	5/33 (15%)	21/33 (64%)	7/33 (21%)
Wastewater Plant Operations	1/33 (3%)	23/33 (70%)	8/33 (24%)	1/33 (3%)

Table 53: *Significant Differences in Education Within Job Types - White/Non-White*

Job Type	Education Level	Non-White	White	Change in Odds
Engineer - Civil	Completed Bachelor's	161/216 (75%)	98/164 (60%)	-2 (p=0.003)
Engineer - Civil	Graduate degree	48/216 (22%)	64/164 (39%)	2.2 (p<0.001)
Development Project Manager	Graduate degree	4/22 (18%)	10/17 (59%)	6.1 (p=0.022)
Zoning Investigator	Completed Bachelor's	5/19 (26%)	5/6 (83%)	12.4 (p=0.023)
Parks Grounds Maintenance	High school	24/85 (28%)	1/25 (4%)	-9.3 (p=0.023)
Police Officer	Some college/Associates	83/239 (35%)	72/284 (25%)	-1.6 (p=0.025)
Utility Plant Tech	Some college/Associates	23/35 (66%)	5/17 (29%)	-4.5 (p=0.030)
City Council Support	Some college/Associates	10/31 (32%)	1/19 (5%)	-8.3 (p=0.035)
Librarian	Some college/Associates	33/105 (31%)	20/109 (18%)	-2 (p=0.040)
Communications Tech	Completed Bachelor's	2/14 (14%)	3/4 (75%)	14.1 (p=0.044)
Rec Center Leadership	Some high school	0/99 (0%)	3/57 (5%)	Inf (p=0.047)

Job Type	Education Level	Non-White	White	Change in Odds
Public Works Dispatch	Some college/Associates	1/5 (20%)	4/4 (100%)	Inf (p=0.048)

Table 54: *Significant Differences in Education Within Job Types - Gender*

Job Type	Education Level	Female	Male	Change in Odds
Administrative Support	High school	34/466 (7%)	2/114 (2%)	-4.4 (p=0.048)
Administrative Support	Graduate degree	38/466 (8%)	25/114 (22%)	3.2 (p<0.001)
Police Officer	Some college/Associates	18/97 (19%)	137/426 (32%)	2.1 (p=0.012)
Parks Grounds Maintenance	Completed Bachelor's	3/17 (18%)	3/93 (3%)	-6.3 (p=0.046)

Paid Market Rate

Question: I am paid _____ (considerable below, below, at, above, considerably above) the market rate for my position.

- 66% of all surveyed unclassified employees thought they were paid below the market rate for their position.20% thought they were paid considerably below the market rate. Only 5% thought they were paid above the market rate.

Table 55: *Paid at Market Rate Survey Results - By Department*

	I am paid _____ the market rate for my position.				
Department	Considerably Below	Below	At	Above	Considerably Above
City Attorney's Office	61/115 (53%)	45/115 (39%)	8/115 (7%)	1/115 (1%)	0/115 (0%)
City Council	4/46 (9%)	18/46 (39%)	20/46 (43%)	3/46 (7%)	1/46 (2%)
Information Technology	4/33 (12%)	16/33 (48%)	11/33 (33%)	2/33 (6%)	0/33 (0%)
Public Utilities	3/23 (13%)	16/23 (70%)	4/23 (17%)	0/23 (0%)	0/23 (0%)
Development Services	1/20 (5%)	10/20 (50%)	6/20 (30%)	2/20 (10%)	1/20 (5%)
Finance	1/19 (5%)	10/19 (53%)	7/19 (37%)	1/19 (5%)	0/19 (0%)
Human Resources	2/17 (12%)	10/17 (59%)	4/17 (24%)	1/17 (6%)	0/17 (0%)
Parks and Recreation	3/17 (18%)	10/17 (59%)	4/17 (24%)	0/17 (0%)	0/17 (0%)
Communications	3/13 (23%)	5/13 (38%)	5/13 (38%)	0/13 (0%)	0/13 (0%)
Office of the City Auditor	1/13 (8%)	11/13 (85%)	1/13 (8%)	0/13 (0%)	0/13 (0%)
Risk Management	2/12 (17%)	7/12 (58%)	3/12 (25%)	0/12 (0%)	0/12 (0%)
SDCERS	3/12 (25%)	3/12 (25%)	4/12 (33%)	2/12 (17%)	0/12 (0%)
Environmental Services	1/11 (9%)	7/11 (64%)	3/11 (27%)	0/11 (0%)	0/11 (0%)
Performance and Analytics	0/11 (0%)	8/11 (73%)	3/11 (27%)	0/11 (0%)	0/11 (0%)
Personnel	0/11 (0%)	1/11 (9%)	10/11 (91%)	0/11 (0%)	0/11 (0%)
Sustainability and Mobility	0/10 (0%)	3/10 (30%)	6/10 (60%)	1/10 (10%)	0/10 (0%)

Within each of these departments we looked at differences in pay rate perceptions between men and women and between Whites and non-Whites. There were no statistically significant results between these groups.

Job Types

In order to understand the effect that occupational sorting had on the pay gap within the City of San Diego, we first needed to group the City's jobs into occupations (i.e., job types). Our goal in creating these job types was to create groupings of jobs that all required similar skills/education and/or were along a similar career paths within the City. To do that, we analyzed the position changes that employees made within the City from 2015-2022. The more employees that moved between two positions, the more likely those two positions were similar enough to be grouped together as a single job type. Draft versions of the job type visualizations[29] seen in this section were reviewed in 2019 with various department heads before finalizing the job types utilized in the study and seen in Table **56**.

Table 56: *Summary of All Job Types (2022)*

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Police Officer	1,814	16.5%	46.4%	$140,751	Police (100%)	Police Officer 2 (50%) Police Officer 1 (14%)
Administrative Support	927	83.7%	76.5%	$66,783	Public Util (18%) Police (13%)	Administrative Aide 2 (11%) Asoc Mgmt Anlyst (9%)
Fire Fighter	764	4.2%	34.7%	$139,827	Fire Rescue (100%)	Fire Fighter 2 (32%) Fire Captain (26%)
Engineer - Civil	752	31.8%	54.9%	$119,212	Public Works Department - Eng & Capital Proj (52%) Development Svcs (16%)	Asst Eng-Civil (37%) Asoc Eng-Civil (29%)
Librarian	397	71.3%	56.2%	$68,230	Library (100%)	Library Assistant 3 (24%) Library Assistant 1 (22%)
Parks Grounds Maintenance	392	12.5%	82.1%	$56,824	Parks & Rec (100%)	Grounds Maint Wrkr 2 (52%) Grounds Maint Mgr (6%)
Transportation - Labor	262	7.3%	93.1%	$68,098	Transportation (64%) Storm Wtr (36%)	Utility Worker 2 (23%) Heavy Truck Drvr 2 (15%)
Other	240	33.3%	52.9%	$100,849	Public Util (28%) Environ Svcs (16%)	Utility Worker 1 (5%) Management Trainee (4%)
Water System Tech	185	7%	82.7%	$85,661	Public Util (100%)	Water Sys Tech 3 (47%) Water Sys Tech 4 (23%)
City Attorney	165	60%	24.8%	$166,148	City Attorney's Offc (100%)	Deputy City Atty (93%) Deputy City Atty - Unrep (4%)
Chemist/Biologist	150	55.3%	48.7%	$93,316	Public Util (91%) Parks & Rec (3%)	Asst Chemist (28%) Laboratory Technician (17%)
Refuse Collection	143	2.8%	93.7%	$77,891	Environ Svcs (100%)	Sanitation Driver 2 (70%) Sanitation Driver Trainee (12%)
Police Dispatch	132	81.1%	52.3%	$97,850	Police (100%)	Dispatcher 2 (45%) Police Dispatcher (31%)
Program Manager	131	48.1%	41.2%	$140,466	Information Technology (18%) Public Util (9%)	Program Manager (100%)
Planner	127	55.1%	49.6%	$97,275	Development Svcs (35%) Planning (20%)	Sr Planner (41%) Asoc Planner (35%)
Proj Offcr and Eng Aide	127	26.8%	63.8%	$85,708	Public Works Department - Eng & Capital Proj (69%) Public Util (20%)	Principal Engrng Aide (39%) Project Assistant (20%)
Director	126	46.8%	34.9%	$177,410	Development Svcs (14%) Public Util (14%)	Deputy Director (49%) Asst Deputy Director (16%)
Building Trades and Facilities Maint	122	4.1%	74.6%	$72,631	General Svcs (78%) Real Estate & Airport Management (11%)	Painter (15%) Bldg Service Tech (12%)
Fleet Technician	119	0%	76.5%	$80,321	General Svcs (100%)	Fleet Technician (50%) Asst Fleet Technician (17%)
Rec Center Leadership	118	52.5%	62.7%	$64,628	Parks & Rec (100%)	Asst Rec Ctr Dir (29%) Rec Cntr Dir 3 (25%)
Lifeguard	111	10.8%	10.8%	$110,868	Fire Rescue (100%)	Lifeguard 2 (55%) Lifeguard 3 (23%)
Water Utility Worker	107	10.3%	86%	$76,911	Public Util (100%)	Equip Oper 1(Sewer Maint Equip Oper) (22%) Utility Worker 1 (21%)
Accounting and Finance	93	52.7%	63.4%	$113,673	Finance (77%) Offc of the City Treasurer (19%)	Finance Analyst 3 (25%) Principal Accountant (17%)
Information Systems	87	25.3%	60.9%	$86,675	Public Util (14%) Information Technology (13%)	Info Sys Anlyst 3 (45%) Info Sys Anlyst 2 (29%)

[29] The visualizations in this report are unchanged since the 2019 study; however, the job types have been updated to reflect new positions and any reclassifications.

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Utility Plant Tech	85	2.4%	74.1%	$90,702	Public Util (100%)	Plant Tech 2 (19%) Plant Tech 3 (16%)
Program Coordinator	83	51.8%	53%	$122,888	Information Technology (16%) Human Resources (13%)	Program Coordinator (100%)
Development Inspector	75	8%	34.7%	$90,891	Development Svcs (100%)	Combination Inspctr 2 (43%) Sr Combination Inspector (11%)
City Council Support	74	59.5%	59.5%	$89,918	City Council (99%) Offc of the Independent Budget Analyst (1%)	Council Rep 1 (68%) Council Rep 2 A (14%)
Wastewater Plant Operations	65	16.9%	69.2%	$114,428	Public Util (100%)	Wstwtr Plant Operator (45%) Wstwtr Operations Supv (31%)
Disposal Site Operations	64	6.2%	65.6%	$75,409	Environ Svcs (100%)	Landfill Equip Oper (27%) Utility Worker 2 (25%)
Electrician and Plant Proc Cntrl	63	1.6%	69.8%	$95,384	Public Util (51%) Transportation (25%)	Electrician (43%) Plant Procs Cntrl Electrician (43%)
Land Surveying	58	5.2%	32.8%	$115,421	Public Works Department - Eng & Capital Proj (83%) Development Svcs (16%)	Land Survyng Assist (47%) Land Survyng Asoc (24%)
Parking Enforcement	58	34.5%	79.3%	$74,793	Police (79%) Storm Wtr (21%)	Parking Enfrc Ofcr 1 (62%) Parking Enfrc Ofcr 2 (26%)
Fire Dispatch	45	55.6%	62.2%	$104,167	Fire Rescue (100%)	Fire Dispatcher (56%) Fire Dispatch Supv (16%)
Code Compliance Officer	44	31.8%	75%	$62,258	Environ Svcs (57%) Fire Rescue (14%)	Code Compliance Ofcr (70%) Code Compliance Supv (14%)
Utilities Tech Other	44	4.5%	72.7%	$88,584	Public Util (100%)	Instrumentation & Control Tech (30%) Sr Backflow & Cross Connection Spec (25%)
Park Ranger	43	30.2%	39.5%	$75,519	Parks & Rec (100%)	Park Ranger (74%) Sr Park Ranger (23%)
Stock Clerk and Store Operations	43	7%	86%	$54,320	Purchasing & Contracting (35%) Public Util (28%)	Storekeeper 1 (26%) Stock Clerk (21%)
Development Project Manager	42	42.9%	59.5%	$108,034	Development Svcs (93%) Planning (5%)	Development Project Manager 2 (67%) Development Project Manager 3 (33%)
Plan Review Spec	38	63.2%	68.4%	$74,701	Development Svcs (100%)	Plan Review Spec 3 (45%) Plan Review Spec 1 (26%)
Crime Lab	36	80.6%	41.7%	$112,468	Police (100%)	Criminalist 2 (39%) Criminalist 1 (14%)
Communications Tech	33	0%	63.6%	$88,021	Information Technology (100%)	Commctn Tech (33%) Equip Tech 1(Communctns) (18%)
Other Equip Tech	32	0%	50%	$98,167	Transportation (38%) Fire Rescue (19%)	Traffic Signal Technician 2 (28%) Aquatics Tech 2 (12%)
Public Utilities Field Rep	32	3.1%	84.4%	$48,839	Public Util (100%)	Field Rep (84%) Supv Meter Reader (9%)
City Atty Invstgtr	30	33.3%	23.3%	$94,083	City Attorney's Offc (100%)	City Atty Invstgtr (77%) Sr City Atty Invstgtr (17%)
Property Agent	29	58.6%	69%	$76,174	Real Estate & Airport Management (52%) Police (48%)	Police Property & Evid Spec (41%) Property Agent (24%)
Paralegal	28	92.9%	46.4%	$86,397	City Attorney's Offc (89%) SDCERS (11%)	Paralegal (71%) Sr Paralegal (18%)
Risk Mgmt Claims	28	64.3%	75%	$94,662	Risk Management (100%)	Workers' Compensation Claims Rep 2 (46%) Claims Rep 2(Liability) (21%)
Executive Assistant	26	100%	61.5%	$73,250	City Attorney's Offc (8%) Offc of the Chief Operating Offcr (8%)	Executive Assistant (77%) Asst to the Director (12%)
Reservoir Mgmt	26	38.5%	38.5%	$59,256	Public Util (100%)	Lake Aide 2 (35%) Reservoir Keeper (31%)
Custodian	25	48%	88%	$43,858	Parks & Rec (52%) General Svcs (40%)	Custodian 2 (80%) Custodian 3 (16%)
Engineer - Electrical	25	8%	36%	$139,198	Public Works Department - Eng & Capital Proj (56%) Public Util (24%)	Asoc Eng-Electrical (36%) Asst Eng-Electrical (36%)
Zoning Investigator	25	24%	76%	$75,819	Development Svcs (96%) Parks & Rec (4%)	Zoning Investigator 2 (80%) Sr Zoning Investigator (12%)
Utilities Equip Oper	22	0%	90.9%	$84,655	Public Util (100%)	Equip Operator 2 (64%) Heavy Truck Drvr 2 (23%)
Cmnty Dev Spec	21	76.2%	66.7%	$96,895	Economic Development (95%) Sustainability & Mobility (5%)	Cmnty Dev Spec 4 (48%) Cmnty Dev Spec 2 (24%)
Water Plant Operations	21	9.5%	76.2%	$102,200	Public Util (100%)	Water Plant Operator (67%) Plant Operator Trainee (33%)

Accounting and Finance

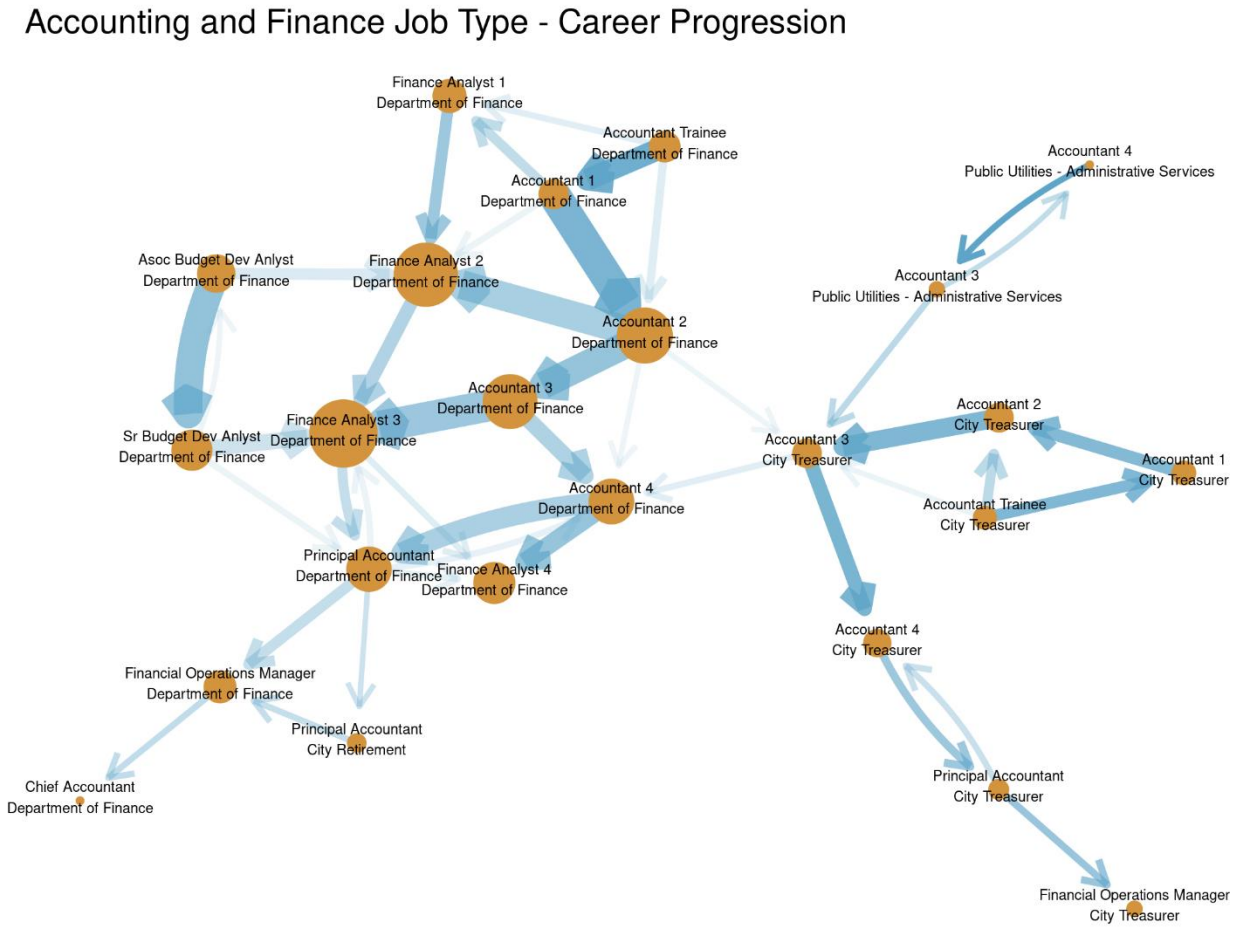


Table 57: *Accounting and Finance Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Finance Analyst 3	Finance (100%)	23	52.2%	87%	$104,908	$1,269	$106,177
Principal Accountant	Finance (75%), Offc of the City Treasurer (19%)	16	56.2%	56.2%	$139,600	$0	$139,600
Finance Analyst 2	Finance (100%)	15	53.3%	46.7%	$89,184	$441	$89,625
Finance Analyst 4	Finance (100%)	11	54.5%	54.5%	$128,841	$0	$128,841
Financial Operations Manager	Finance (86%), Offc of the City Treasurer (14%)	7	42.9%	57.1%	$169,050	$0	$169,050
Accountant 4	Offc of the City Treasurer (100%)	6	50%	66.7%	$113,593	$56	$113,649
Accountant Trainee	Finance (67%), Offc of the City Treasurer (33%)	6	50%	83.3%	$57,347	$186	$57,532
Accountant 3	Offc of the City Treasurer (60%), Development Svcs (20%)	5	60%	40%	$99,640	$663	$100,303
Accountant 2	Offc of the City Treasurer (100%)	2			$87,058	$0	$87,058
Accountant 1	Offc of the City Treasurer (100%)	1			$67,730	$0	$67,730
Chief Accountant	Finance (100%)	1			$180,508	$0	$180,508
		93	52.7%	63.4%	$113,237	$436	$113,673

Jobs in this job type with zero employees who met the study's inclusion criteria: Finance Analyst 1 (2 employees)

Jobs in this job type with an employee excluded from study population: Finance Analyst 3 (5 excluded), Principal Accountant (5), Accountant 3 (4), Finance Analyst 2 (4), and Accountant Trainee (2)

Administrative Support

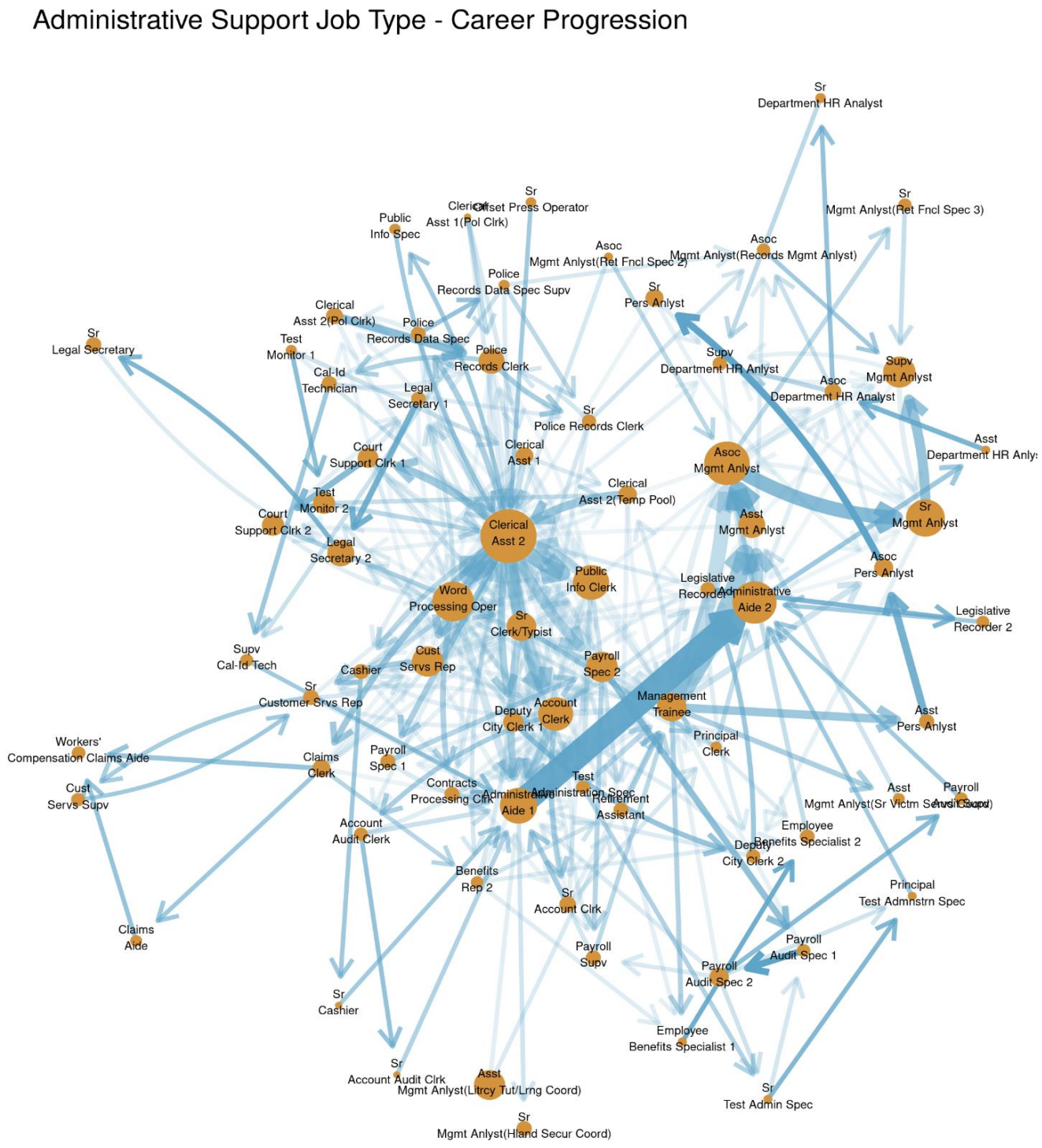


Table 58: *Administrative Support Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Administrative Aide 2	Public Util (17%), Police (13%)	103	88.3%	70.9%	$64,645	$2,198	$66,842
Asoc Mgmt Anlyst	Public Util (19%), Police (13%)	86	74.4%	70.9%	$78,144	$1,475	$79,619

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Clerical Asst 2	City Attorney's Offc (27%), Public Util (15%)	75	85.3%	81.3%	$43,798	$670	$44,468
Administrative Aide 1	Public Util (19%), Development Svcs (15%)	68	85.3%	76.5%	$57,250	$781	$58,031
Sr Mgmt Anlyst	Public Util (22%), Public Works Department - Eng & Capital Proj (15%)	67	79.1%	89.6%	$86,623	$1,595	$88,218
Public Info Clerk	Development Svcs (45%), Offc of the City Treasurer (25%)	51	76.5%	80.4%	$51,237	$1,821	$53,058
Supv Mgmt Anlyst	Public Util (32%), Public Works Department - Eng & Capital Proj (18%)	44	75%	56.8%	$95,671	$67	$95,738
Office Support Specialist	Police (42%), Development Svcs (19%)	43	97.7%	81.4%	$49,877	$2,707	$52,584
Payroll Spec 2	Public Util (21%), Police (14%)	43	95.3%	81.4%	$62,751	$1,061	$63,811
Cust Servs Rep	Public Util (100%)	34	88.2%	94.1%	$54,019	$6,350	$60,369
Account Clerk	Offc of the City Treasurer (21%), Public Util (21%)	34	91.2%	85.3%	$49,344	$481	$49,825
Legal Secretary 2	City Attorney's Offc (100%)	25	100%	52%	$76,177	$79	$76,256
Sr Clerk/Typist	Police (39%), City Attorney's Offc (26%)	23	78.3%	69.6%	$53,417	$5,907	$59,324
Police Records Clerk	Police (100%)	22	72.7%	68.2%	$58,443	$8,742	$67,185
Court Support Clrk 2	City Attorney's Offc (100%)	15	80%	66.7%	$54,183	$566	$54,750
Payroll Audit Spec 2	Personnel (60%), Finance (27%)	15	100%	73.3%	$78,859	$655	$79,515
Asoc Pers Anlyst	Personnel (100%)	11	45.5%	81.8%	$94,317	$0	$94,317
Asst Mgmt Anlyst	Development Svcs (18%), Public Util (18%)	11	63.6%	63.6%	$68,227	$538	$68,765
Court Support Clrk 1	City Attorney's Offc (100%)	9	100%	77.8%	$47,672	$63	$47,735
Sr Police Records Clerk	Police (100%)	9	77.8%	77.8%	$68,850	$11,045	$79,895
Word Processing Oper	Police (56%), Development Svcs (11%)	9	88.9%	88.9%	$53,082	$4,198	$57,280
Deputy City Clerk 1	Offc of the City Clerk (100%)	8	87.5%	75%	$54,266	$0	$54,266
Sr Pers Anlyst	Personnel (100%)	8	75%	62.5%	$107,013	$0	$107,013
Claims Clerk	Risk Management (100%)	7	100%	100%	$51,105	$1,792	$52,897
Sr Legal Secretary	City Attorney's Offc (100%)	7	100%	42.9%	$84,214	$1,105	$85,318
Employee Benefits Specialist 2	Risk Management (100%)	6	66.7%	33.3%	$84,235	$0	$84,235
Deputy City Clerk 2	Offc of the City Clerk (100%)	5	100%	80%	$62,314	$343	$62,656
Legal Secretary 1	City Attorney's Offc (100%)	5	100%	100%	$60,398	$110	$60,508
Asoc Department HR Analyst	Public Util (60%), Human Resources (20%)	5	60%	100%	$77,328	$0	$77,328
Payroll Supv	Development Svcs (20%), Fire Rescue (20%)	5	100%	80%	$64,925	$3,368	$68,293
Cust Servs Supv	Public Util (100%)	4	75%	100%	$82,818	$11,664	$94,482
Sr Customer Srvs Rep	Public Util (100%)	4	75%	100%	$60,592	$4,606	$65,198
Test Administration Spec	Personnel (100%)	4	75%	100%	$59,281	$2,660	$61,940
Cashier	Public Util (50%), Development Svcs (25%)	4	100%	50%	$42,894	$1,401	$44,295
Sr Account Clrk	Fire Rescue (25%), Offc of the City Treasurer (25%)	4	75%	100%	$53,675	$104	$53,779
Asst Pers Anlyst	Personnel (100%)	3	66.7%	66.7%	$62,939	$100	$63,039
Retirement Assistant	SDCERS (100%)	3	100%	100%	$64,211	$682	$64,893
Workers' Compensation Claims Aide	Risk Management (100%)	3	100%	66.7%	$52,063	$416	$52,479

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asoc Mgmt Anlyst(Records Mgmt Anlyst)	Police (67%), Public Util (33%)	3	66.7%	100%	$84,696	$5,578	$90,274
Legislative Recorder 2	Offc of the City Clerk (67%), Development Svcs (33%)	3	66.7%	33.3%	$63,081	$364	$63,445
Payroll Audit Supv	Personnel (67%), Finance (33%)	3	100%	100%	$104,195	$11,123	$115,317
Asst Mgmt Anlyst(Litrcy Tut/Lrng Coord)	Library (100%)	2			$67,267	$0	$67,267
Asst Mgmt Anlyst(Sr Victm Servs Coord)	City Attorney's Offc (100%)	2			$53,143	$113	$53,255
Benefits Rep 2	SDCERS (100%)	2			$59,533	$425	$59,958
Claims Aide	Risk Management (100%)	2			$55,854	$524	$56,378
Clerical Asst 2(Pol Clrk)	Police (100%)	2			$40,780	$2,131	$42,911
Personnel Assistant 2	Personnel (100%)	2			$59,902	$192	$60,093
Sr Mgmt Anlyst(Ret Fncl Spec 3)	SDCERS (100%)	2			$76,743	$0	$76,743
Supv Department HR Anlyst	Public Util (100%)	2			$90,015	$0	$90,015
Legislative Recorder 1	Development Svcs (50%), Offc of the City Clerk (50%)	2			$59,878	$325	$60,203
Payroll Spec 1	Environ Svcs (50%), Sustainability & Mobility (50%)	2			$57,492	$1,640	$59,132
Principal Clerk	City Attorney's Offc (50%), Offc of the City Treasurer (50%)	2			$68,768	$2,116	$70,884
Sr Cashier	Development Svcs (50%), Public Util (50%)	2			$52,407	$498	$52,905
Account Audit Clerk	Finance (100%)	1			$46,813	$153	$46,966
Asoc Mgmt Anlyst(Ret Fncl Spec 2)	SDCERS (100%)	1			$84,500	$0	$84,500
Asst Department HR Anlyst	Public Util (100%)	1			$71,422	$0	$71,422
Contracts Processing Clrk	Public Works Department - Eng & Capital Proj (100%)	1			$60,957	$0	$60,957
Management Trainee	Personnel (100%)	1			$78,361	$0	$78,361
Payroll Audit Spec 1	Finance (100%)	1			$85,744	$846	$86,589
Prinl Test Admnstrn Spec	Personnel (100%)	1			$71,012	$4,803	$75,815
Public Info Spec	Offc of the City Clerk (100%)	1			$56,700	$0	$56,700
Sr Account Audit Clrk	Finance (100%)	1			$47,627	$557	$48,184
Sr Department HR Analyst	Police (100%)	1			$83,129	$0	$83,129
Sr Mgmt Anlyst(Hland Secur Coord)	Offc of Emergency Svcs (100%)	1			$112,076	$458	$112,535
Sr Test Admin Spec	Personnel (100%)	1			$51,048	$3,107	$54,154
		927	83.7%	76.5%	$64,898	$1,885	$66,783

Jobs in this job type with zero employees who met the study's inclusion criteria: Test Monitor 2 (13 employees), Clerical Asst 1 (3), Test Monitor 1 (3), and Clerical Asst 2(Temp Pool) (2)

Jobs in this job type with an employee excluded from study population: Clerical Asst 2 (43 excluded), Asst Mgmt Anlyst(Litrcy Tut/Lrng Coord) (34), Administrative Aide 1 (29), Asoc Mgmt Anlyst (14), Cust Servs Rep (12), Sr Mgmt Anlyst (11), Supv Mgmt Anlyst (11), Administrative Aide 2 (9), Account Clerk (8), Sr Clerk/Typist (8), Court Support Clrk 2 (7), Legal Secretary 2 (6), Asst Mgmt Anlyst (5), Police Records Clerk (5), Word Processing Oper (5), Clerical Asst 2(Pol Clrk) (4), Office Support Specialist (4), Payroll Spec 2 (4), Asoc Pers Anlyst (3), Cust Servs Supv (3), Public Info Clerk (3), Supv Department HR Anlyst (3), Deputy City Clerk 1 (2), Employee Benefits Specialist 2 (2), Sr Mgmt Anlyst(Ret Fncl Spec 3) (2), and Sr Pers Anlyst (2)

Auditor

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

***Table 59:** Auditor Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Performance Auditor	Offc of the City Auditor (100%)	14	42.9%	42.9%	$105,171	$0	$105,171
Asst City Auditor	Offc of the City Auditor (100%)	1			$174,454	$0	$174,454
City Auditor	Offc of the City Auditor (100%)	1			$238,545	$0	$238,545
Performance Audit Manager	Offc of the City Auditor (100%)	1			$144,535	$0	$144,535
		17	41.2%	41.2%	$119,407	$0	$119,407

Jobs in this job type with an employee excluded from study population: Performance Auditor (4 excluded)

Building Trades and Facilities Maint

***Table 60:** Building Trades and Facilities Maint Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Painter	General Svcs (83%), Real Estate & Airport Mgmt (17%)	18	5.6%	72.2%	$62,001	$359	$62,360
Bldg Service Tech	General Svcs (73%), Real Estate & Airport Mgmt (27%)	15	6.7%	93.3%	$51,477	$3,028	$54,504
Welder	General Svcs (54%), Public Util (38%)	13	0%	76.9%	$59,787	$10,946	$70,733
Carpenter	General Svcs (82%), Parks & Rec (18%)	11	0%	72.7%	$60,679	$2,650	$63,329
HVACR Technician	General Svcs (89%), Real Estate & Airport Mgmt (11%)	9	0%	77.8%	$78,779	$1,471	$80,250
Bldg Maint Supv	General Svcs (78%), Real Estate & Airport Mgmt (22%)	9	22.2%	66.7%	$98,476	$1,876	$100,352
Plumber	General Svcs (67%), Real Estate & Airport Mgmt (33%)	9	0%	66.7%	$75,567	$6,311	$81,878
Roofer	General Svcs (100%)	8	0%	87.5%	$60,062	$101	$60,163
Sr HVACR Technician	General Svcs (100%)	7	0%	57.1%	$92,052	$2,555	$94,607
Bldg Supv	General Svcs (100%)	3	33.3%	100%	$60,186	$1,476	$61,662
Plasterer	General Svcs (100%)	3	0%	66.7%	$63,388	$1,214	$64,602
Cement Finisher	Public Util (67%), Parks & Rec (33%)	3	0%	100%	$67,297	$21,997	$89,294
Equip Painter	Public Util (67%), Gnrl Svcs (33%)	3	0%	66.7%	$63,524	$19,254	$82,778
Carpenter Supv	General Svcs (100%)	2			$77,523	$1,092	$78,615
Heat,Vent,& Air Condit Supv	General Svcs (100%)	2			$90,562	$1,662	$92,224
Apprentice 2-HVACR Tech	General Svcs (100%)	1			$74,467	$1,289	$75,756
Bldg Service Supv	Real Estate & Airport Mgmt (100%)	1			$72,963	$0	$72,963
Locksmith	General Svcs (100%)	1			$65,514	$0	$65,514
Painter Supervisor	General Svcs (100%)	1			$78,049	$0	$78,049
Plumber Supv	General Svcs (100%)	1			$90,382	$879	$91,261
Roofing Supervisor	General Svcs (100%)	1			$65,701	$429	$66,130
Sr Building Maint Supv	General Svcs (100%)	1			$111,397	$1,126	$112,523
		122	4.1%	74.6%	$68,778	$3,852	$72,631

Jobs in this job type with zero employees who met the study's inclusion criteria: Stadium Turf Mgr (1 employee)

Jobs in this job type with an employee excluded from study population: Plumber (4 excluded), Painter (3), Bldg Service Tech (2), Bldg Supv (2), Carpenter (2), HVACR Technician (2), and Welder (2)

Chemist/Biologist

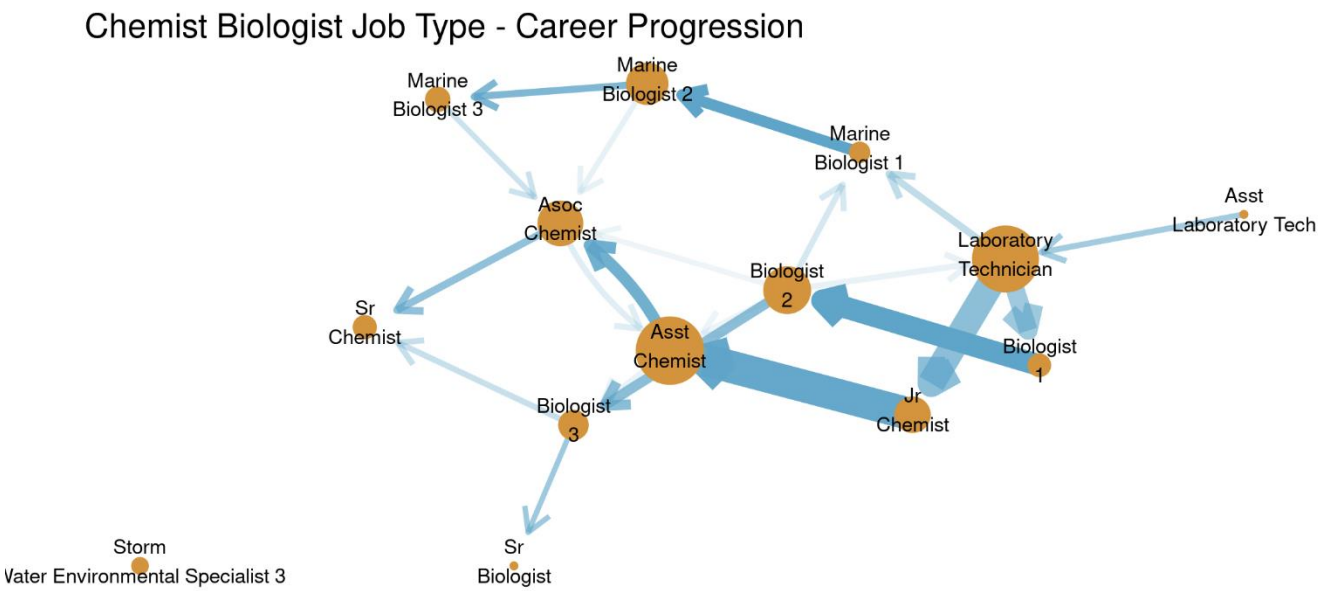


Table 61: *Chemist/Biologist Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asst Chemist	Public Util (100%)	42	52.4%	61.9%	$88,909	$1,212	$90,122
Laboratory Technician	Public Util (100%)	25	52%	56%	$66,863	$4,114	$70,977
Asoc Chemist	Public Util (100%)	15	46.7%	46.7%	$105,779	$3,719	$109,498
Biologist 2	Public Util (100%)	14	28.6%	42.9%	$94,327	$2,570	$96,897
Marine Biologist 2	Public Util (100%)	13	53.8%	30.8%	$90,732	$628	$91,360
Environmental Biologist 3	Parks & Rec (50%), Development Svcs (12%)	8	62.5%	37.5%	$111,305	$11,090	$122,395
Jr Chemist	Public Util (100%)	7	71.4%	71.4%	$72,184	$2,282	$74,466
Biologist 3	Public Util (100%)	5	100%	40%	$105,349	$5,514	$110,863
Sr Chemist	Public Util (100%)	5	80%	60%	$115,282	$9,259	$124,541
Marine Biologist 3	Public Util (100%)	4	75%	25%	$102,617	$2,176	$104,794
Storm Water Environmental Specialist 2	Storm Wtr (100%)	4	75%	25%	$95,562	$568	$96,130
Biologist 1	Public Util (100%)	3	100%	0%	$66,135	$1,839	$67,974
Sr Biologist	Public Util (100%)	2			$107,017	$14,544	$121,560
Environmental Biologist 2	Parks & Rec (100%)	1			$91,450	$149	$91,599
Sr Marine Biologist	Public Util (100%)	1			$124,903	$5,380	$130,283
Storm Water Environmental Specialist 3	Storm Wtr (100%)	1			$100,785	$355	$101,140
		150	55.3%	48.7%	$90,092	$3,225	$93,316

Jobs in this job type with an employee excluded from study population: Laboratory Technician (15 excluded), Asoc Chemist (3), Environmental Biologist 3 (3), Jr Chemist (3), and Asst Chemist (2)

City Attorney

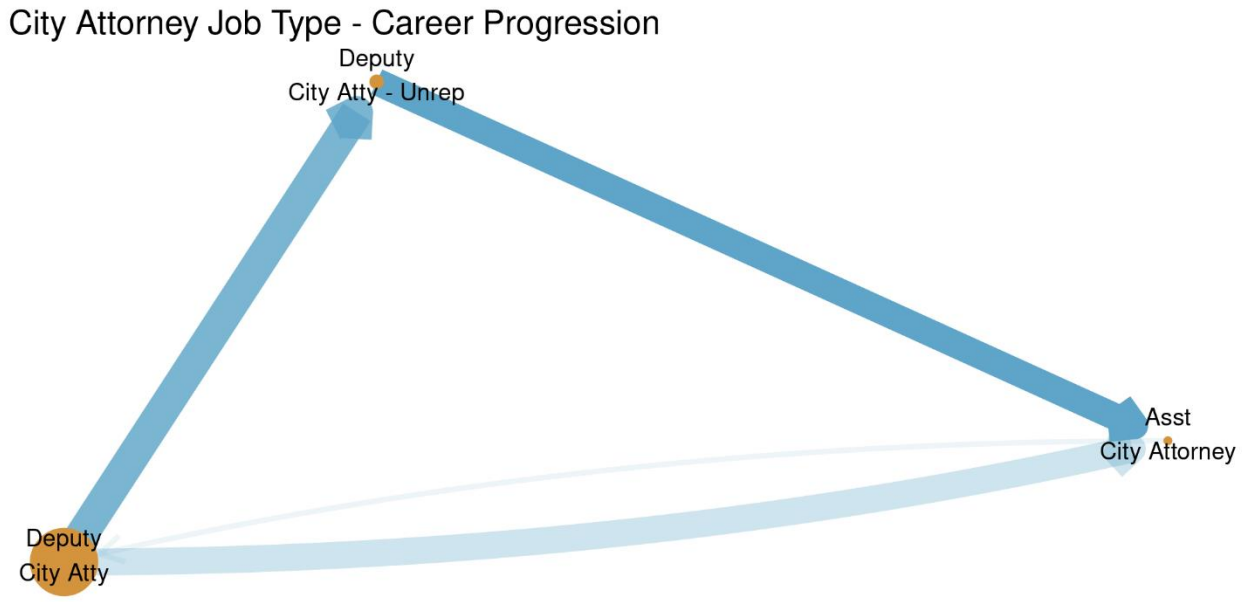


Table 62: *City Attorney Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Deputy City Atty	City Attorney's Offc (100%)	154	59.7%	25.3%	$163,557	$0	$163,557
Deputy City Atty - Unrep	City Attorney's Offc (100%)	6	66.7%	16.7%	$186,248	$0	$186,248
Asst City Attorney	City Attorney's Offc (100%)	5	60%	20%	$221,836	$0	$221,836
		165	60%	24.8%	$166,148	$0	$166,148

Jobs in this job type with an employee excluded from study population: Deputy City Atty (36 excluded), and Asst City Attorney (2)

City Atty Investigator

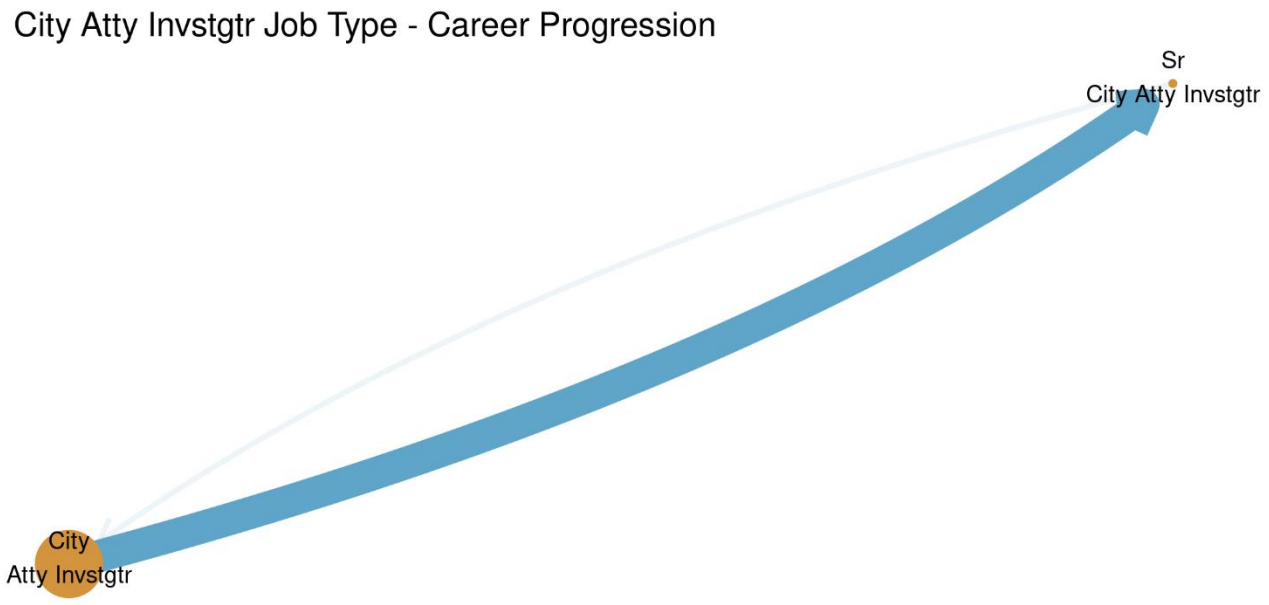


Table 63: *City Atty Invstgtr Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
City Atty Invstgtr	City Attorney's Offc (100%)	23	39.1%	26.1%	$90,708	$166	$90,874
Sr City Atty Invstgtr	City Attorney's Offc (100%)	5	20%	20%	$104,331	$150	$104,481
Principal City Atty Invstgtr	City Attorney's Offc (100%)	1			$105,500	$0	$105,500
Sr City Atty Invstgtr(Env Prot Invstgtr)	City Attorney's Offc (100%)	1			$104,467	$0	$104,467
		30	33.3%	23.3%	$93,931	$152	$94,083

Jobs in this job type with an employee excluded from study population: City Atty Invstgtr (16 excluded)

City Council Support

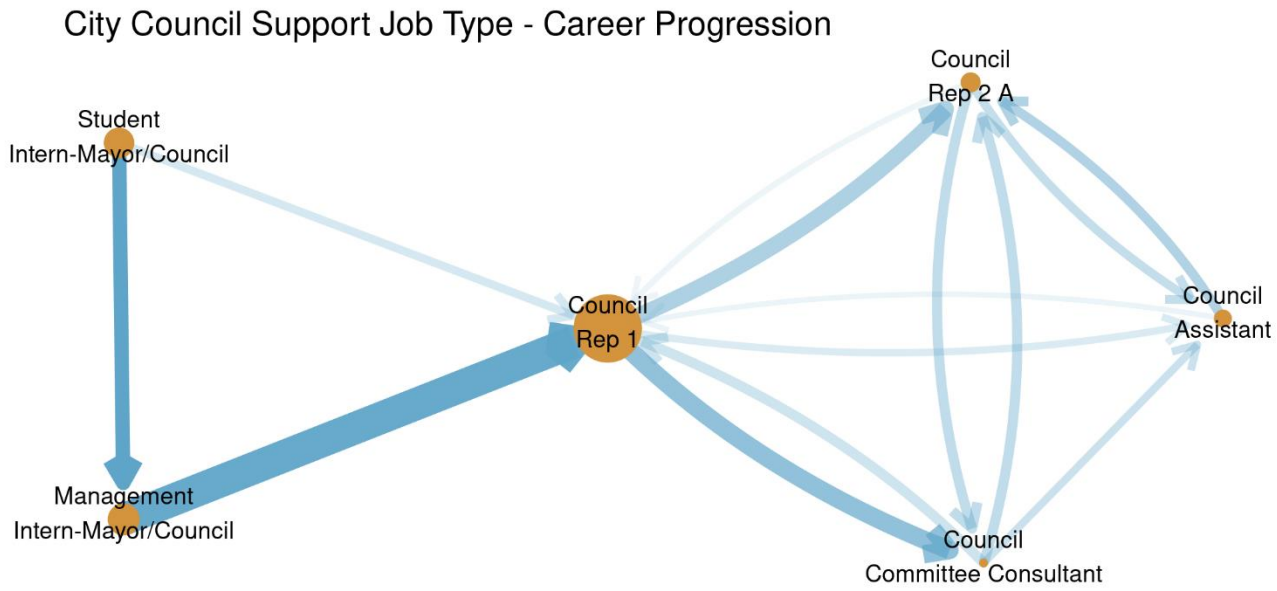


Table 64: *City Council Support Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Council Rep 1	City Council (100%)	50	62%	66%	$76,839	$0	$76,839
Council Rep 2 A	City Council (90%), Offc of the Independent Budget Analyst (10%)	10	70%	50%	$92,501	$0	$92,501
Council Assistant	City Council (100%)	9	55.6%	44.4%	$149,992	$0	$149,992
Council Committee Consultant	City Council (100%)	4	0%	50%	$100,939	$0	$100,939
Council Rep 2 B	City Council (100%)	1			$133,309	$0	$133,309
		74	59.5%	59.5%	$89,918	$0	$89,918

Jobs in this job type with zero employees who met the study's inclusion criteria: Management Intern-Mayor/Council (15 employees), Student Intern-Mayor/Council (7)

Jobs in this job type with an employee excluded from study population: Council Rep 1 (22 excluded), and Council Rep 2 A (3)

Community Development Specialist

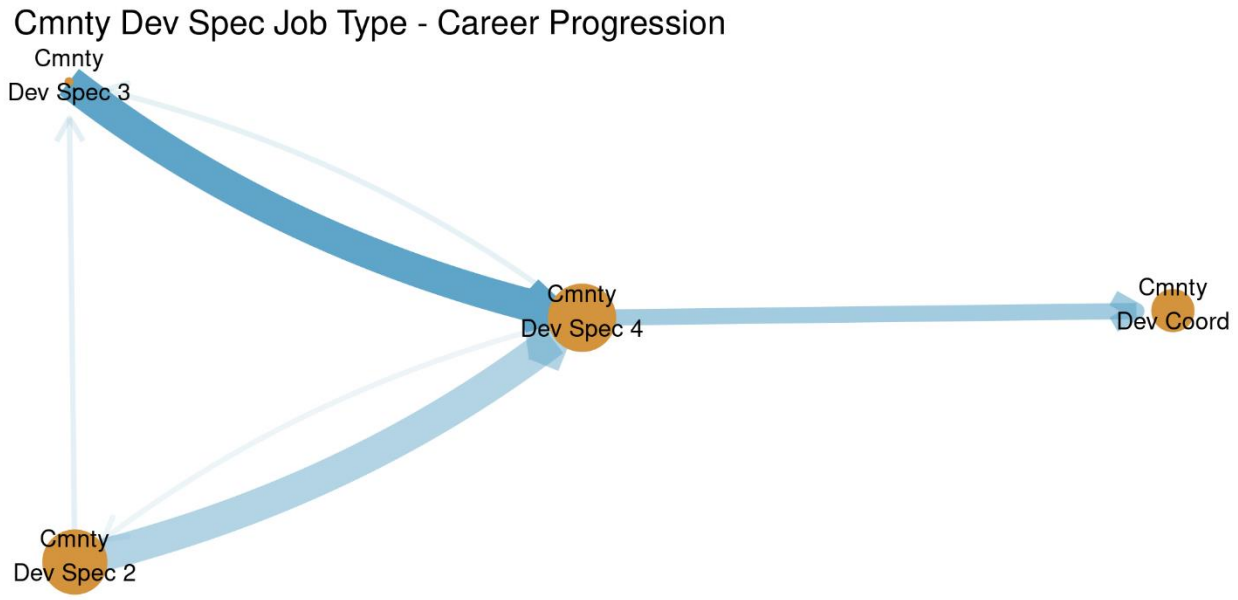


Table 65: *Cmnty Dev Spec Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Cmnty Dev Spec 4	Economic Development (90%), Sustainability & Mobility (10%)	10	80%	80%	$100,603	$0	$100,603
Cmnty Dev Spec 2	Economic Development (100%)	5	60%	40%	$77,379	$378	$77,757
Cmnty Dev Coord	Economic Development (100%)	3	100%	33.3%	$105,951	$0	$105,951
Cmnty Dev Spec 3	Economic Development (100%)	3	66.7%	100%	$106,286	$1,089	$107,376
		21	76.2%	66.7%	$96,649	$246	$96,895

Jobs in this job type with an employee excluded from study population: Cmnty Dev Spec 4 (4 excluded), Cmnty Dev Spec 2 (3), and Cmnty Dev Coord (2)

Code Compliance Officer

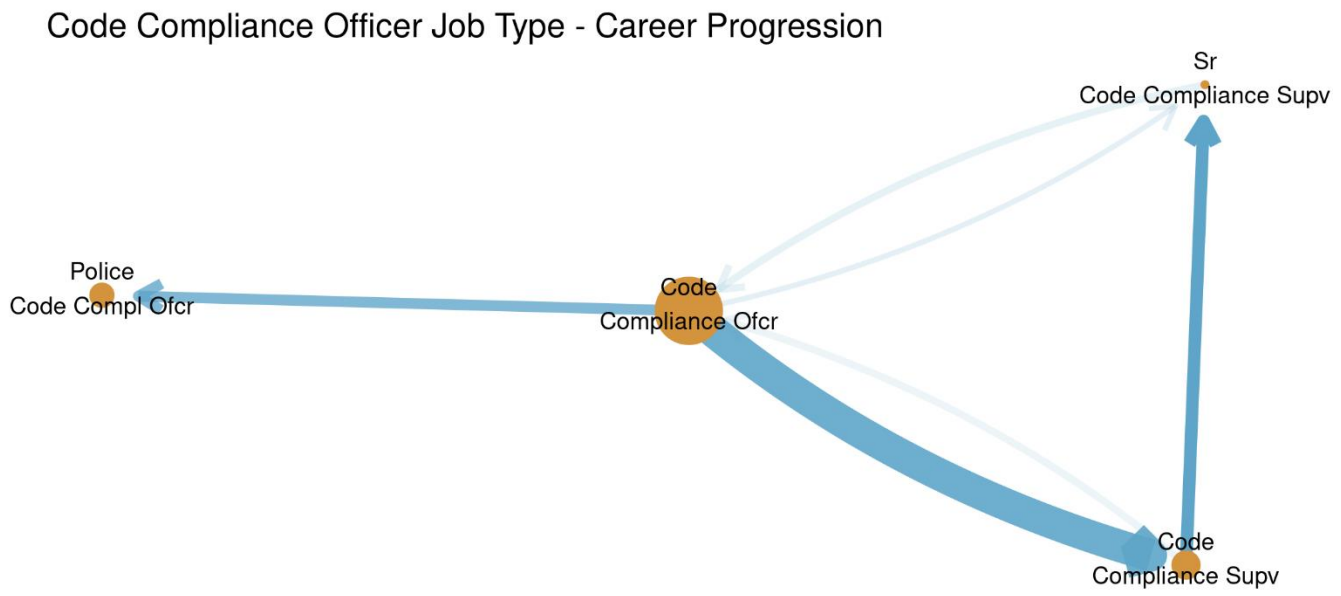


Table 66: *Code Compliance Officer Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Code Compliance Ofcr	Environ Svcs (65%), Storm Wtr (16%)	31	25.8%	87.1%	$57,083	$2,068	$59,150
Code Compliance Supv	Environ Svcs (67%), Fire Rescue (17%)	6	66.7%	16.7%	$65,766	$2,412	$68,178
Police Code Compl Ofcr	Police (100%)	5	20%	60%	$61,043	$9,444	$70,487
Sr Code Compliance Supv	Environ Svcs (50%), Fire Rescue (50%)	2			$71,144	$959	$72,103
		44	31.8%	75%	$59,356	$2,902	$62,258

Jobs in this job type with an employee excluded from study population: Code Compliance Ofcr (12 excluded), and Code Compliance Supv (2)

Collections

Table 67: *Collections Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Collections Invstgtr 1	Offc of the City Treasurer (100%)	12	58.3%	75%	$62,734	$0	$62,734
Collections Invstgtr 2	Offc of the City Treasurer (100%)	4	50%	75%	$67,632	$108	$67,739
Collections Invstgtr Supv	Offc of the City Treasurer (100%)	2			$76,014	$128	$76,142
Collections Invstgtr 1(Legal)	Offc of the City Treasurer (100%)	1			$64,286	$0	$64,286
Collections Manager	Offc of the City Treasurer (100%)	1			$92,869	$0	$92,869
		20	55%	80%	$66,626	$34	$66,660

Communications

Table 68: *Communications Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Sr Public Info Ofcr	Communications (75%), City Attorney's Offc (12%)	8	75%	25%	$75,755	$631	$76,385
Graphic Designer	Communications (100%)	3	33.3%	100%	$65,909	$96	$66,005
Multimedia Prod Coord	Communications (100%)	3	33.3%	0%	$66,886	$199	$67,085
Public Info Ofcr	Communications (100%)	3	66.7%	66.7%	$51,906	$159	$52,065
Supv Public Info Ofcr	Communications (100%)	1			$83,913	$3,441	$87,354
		18	55.6%	38.9%	$69,114	$547	$69,661

Jobs in this job type with an employee excluded from study population: Graphic Designer (2 excluded)

Communications Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

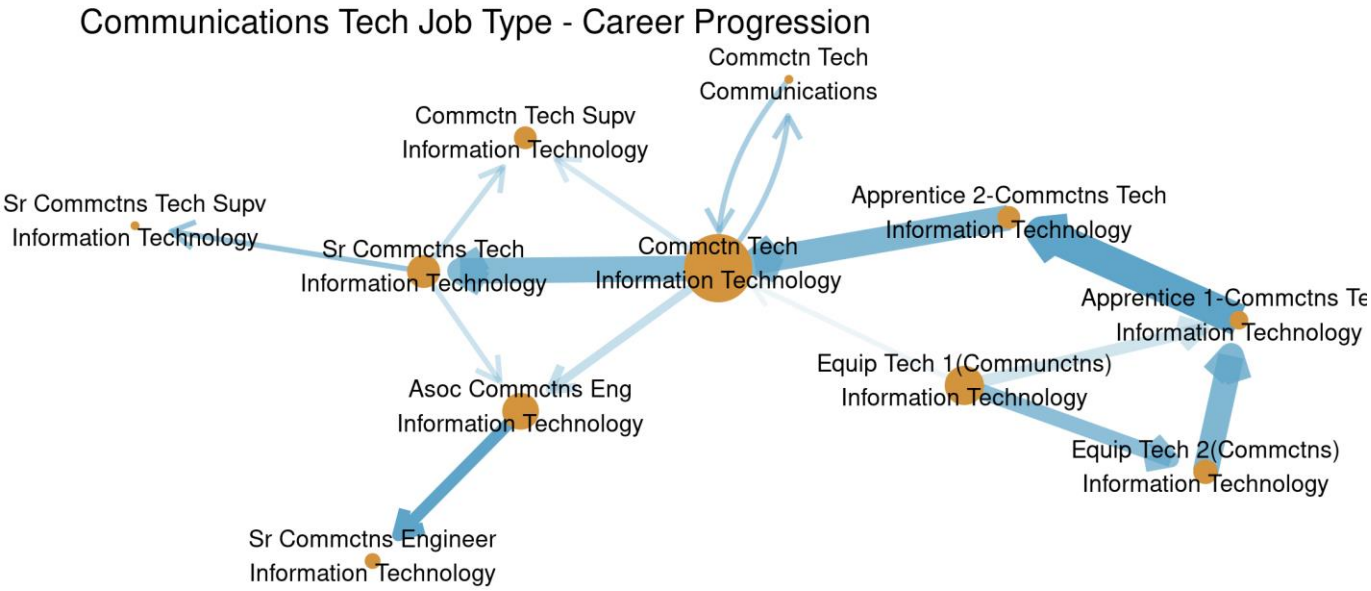


Table 69: *Communications Tech Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Commctn Tech	Information Technology (100%)	11	0%	72.7%	$87,148	$1,171	$88,319
Equip Tech 1(Communctns)	Information Technology (100%)	6	0%	100%	$57,181	$2,246	$59,426
Sr Commctns Tech	Information Technology (100%)	5	0%	80%	$89,646	$2,921	$92,567
Asoc Commctns Eng	Information Technology (100%)	4	0%	0%	$126,855	$727	$127,582
Apprentice 1-Commctns Tech	Information Technology (100%)	2			$54,880	$2,392	$57,272
Apprentice 2-Commctns Tech	Information Technology (100%)	1			$78,132	$1,497	$79,629
Commctn Tech Supv	Information Technology (100%)	1			$98,424	$6,574	$104,998
Equip Tech 2(Commctns)	Information Technology (100%)	1			$54,184	$510	$54,694
Sr Commctns Engineer	Information Technology (100%)	1			$137,725	$854	$138,579
Sr Commctns Tech Supv	Information Technology (100%)	1			$110,622	$395	$111,017
		33	0%	63.6%	$86,249	$1,772	$88,021

Crime Lab

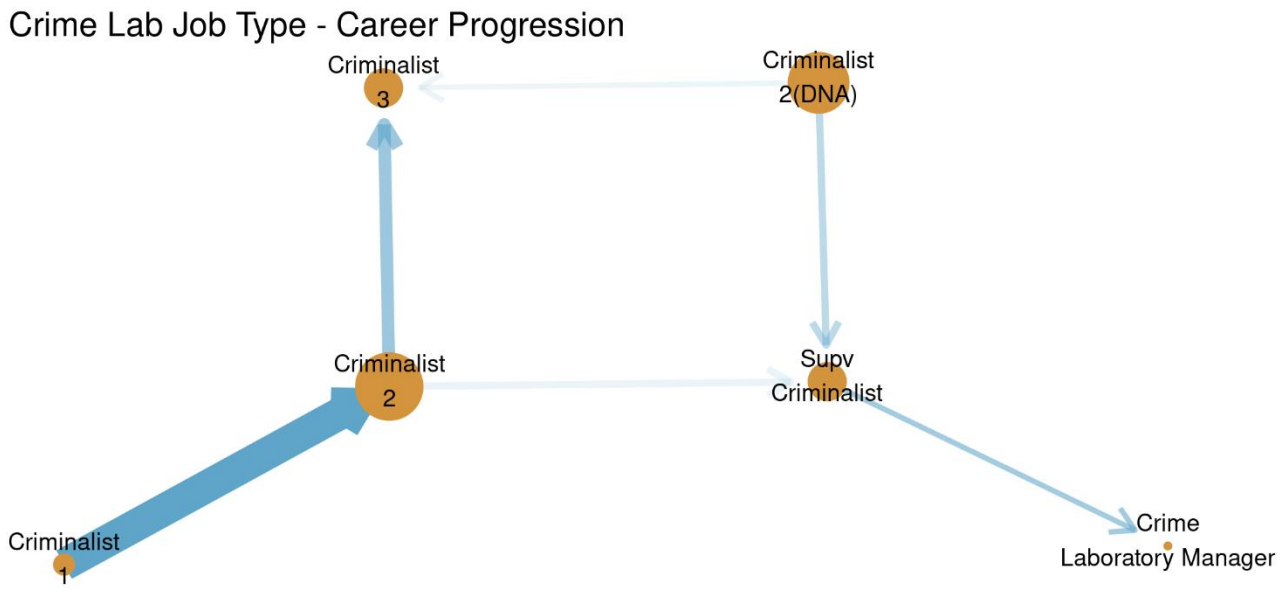


Table 70: *Crime Lab Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Criminalist 2	Police (100%)	14	78.6%	57.1%	$107,599	$4,009	$111,608
Criminalist 1	Police (100%)	5	100%	0%	$81,499	$1,406	$82,905
Supv Criminalist	Police (100%)	5	80%	40%	$131,499	$5,290	$136,789
Criminalist 2(DNA)	Police (100%)	4	75%	25%	$129,017	$7,507	$136,524
Criminalist 3	Police (100%)	4	75%	25%	$127,710	$10,037	$137,747
Laboratory Technician	Police (100%)	3	100%	100%	$51,970	$192	$52,162
DNA Technical Manager	Police (100%)	1			$130,807	$3,508	$134,315
		36	80.6%	41.7%	$107,917	$4,552	$112,468

Jobs in this job type with an employee excluded from study population: Lab Tech (5 excluded), and Criminalist 1 (2)

Crime Scene Spec and Print Examiners

Table 71: *Crime Scene Spec and Print Examiners Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Latent Print Examiner 2	Police (100%)	8	50%	25%	$97,628	$4,551	$102,179
Crime Scene Specialist	Police (100%)	7	100%	57.1%	$78,694	$8,867	$87,561
Latent Print Examiner 1	Police (100%)	2			$82,321	$2,490	$84,811
Latent Print Examiner 3	Police (100%)	1			$107,606	$271	$107,877
Supv Crime Scene Specialist	Police (100%)	1			$96,601	$2,166	$98,767
		19	68.4%	42.1%	$89,512	$5,573	$95,085

Jobs in this job type with zero employees who met the study's inclusion criteria: Latent Print Examiner Aide (1 employee)

Custodian

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial and ethnic pay gap analysis. See methods appendix for more details.

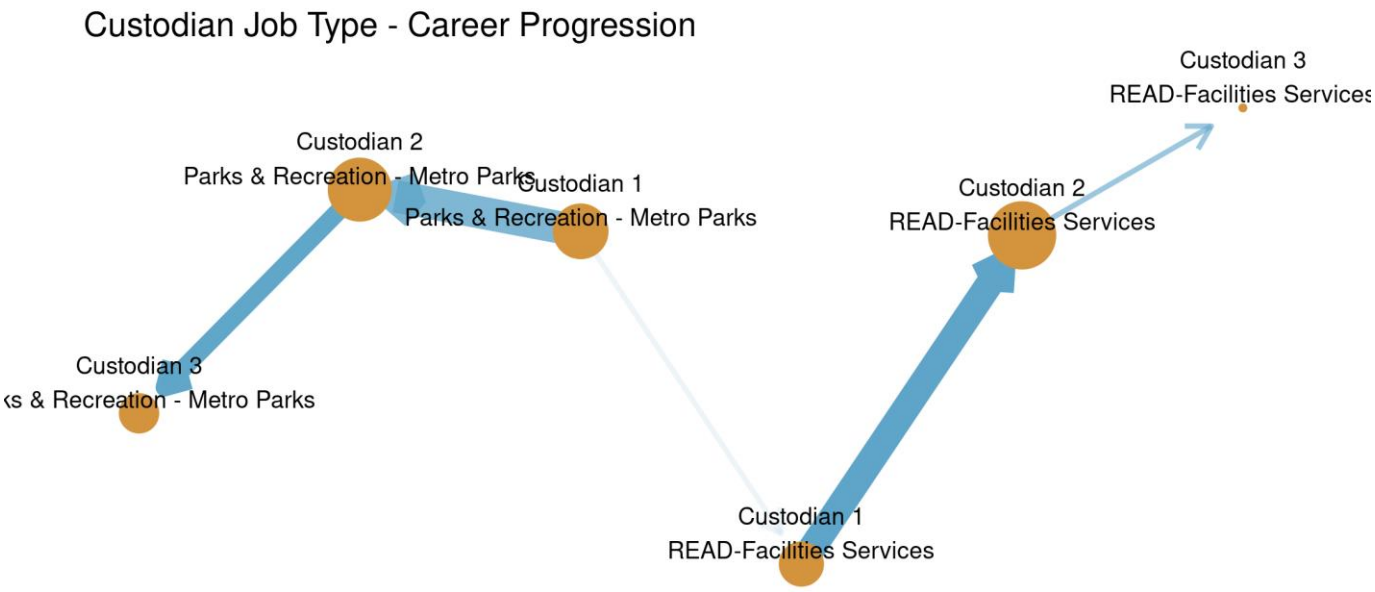


Table 72: *Custodian Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Custodian 2	Parks & Rec (50%), General Svcs (45%)	20	45%	85%	$41,101	$2,106	$43,207
Custodian 3	Parks & Rec (75%), General Svcs (25%)	4	75%	100%	$47,666	$1,870	$49,537
Custodian 1	Real Estate & Airport Management (100%)	1			$33,938	$217	$34,155
		25	48%	88%	$41,865	$1,993	$43,858

Jobs in this job type with an employee excluded from study population: Custodian 2 (4 excluded)

Development Inspector

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

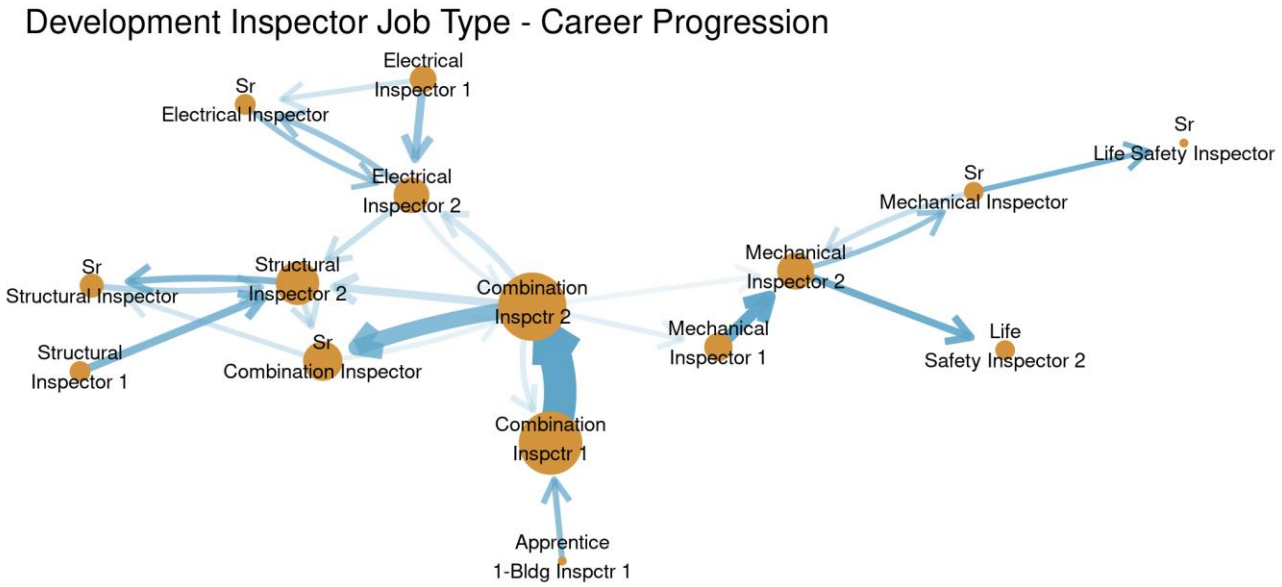


Table 73: *Development Inspector Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Combination Inspctr 2	Development Svcs (100%)	32	6.2%	37.5%	$89,364	$1,673	$91,037
Sr Combination Inspector	Development Svcs (100%)	8	12.5%	12.5%	$96,991	$756	$97,747
Structural Inspector 2	Development Svcs (100%)	6	0%	16.7%	$78,855	$10,260	$89,115
Electrical Inspector 2	Development Svcs (100%)	5	20%	60%	$88,140	$7,549	$95,689
Mechanical Inspector 2	Development Svcs (100%)	5	0%	40%	$89,783	$904	$90,687
Combination Inspctr 1	Development Svcs (100%)	4	0%	25%	$70,604	$25	$70,629
Life Safety Inspector 2	Development Svcs (100%)	3	66.7%	66.7%	$83,295	$1,301	$84,596
Sr Structural Inspector	Development Svcs (100%)	3	0%	0%	$95,876	$6,826	$102,702
Electrical Inspector 1	Development Svcs (100%)	2			$80,477	$1,963	$82,440
Sr Electrical Inspector	Development Svcs (100%)	2			$95,412	$16,486	$111,899
Life Safety Inspector 1	Development Svcs (100%)	1			$73,668	$3,242	$76,910
Mechanical Inspector 1	Development Svcs (100%)	1			$80,440	$1,064	$81,503
Sr Life Safety Inspector	Development Svcs (100%)	1			$102,165	$1,148	$103,312
Sr Mechanical Inspector	Development Svcs (100%)	1			$84,531	$0	$84,531
Structural Inspector 1	Development Svcs (100%)	1			$67,018	$8,760	$75,779
		75	8%	34.7%	$87,705	$3,187	$90,891

Jobs in this job type with an employee excluded from study population: Combination Inspctr 1 (9 excluded), Combination Inspctr 2 (2), and Structural Inspector 2 (2)

Development Project Manager

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial and ethnic pay gap analysis. See methods appendix for more details.

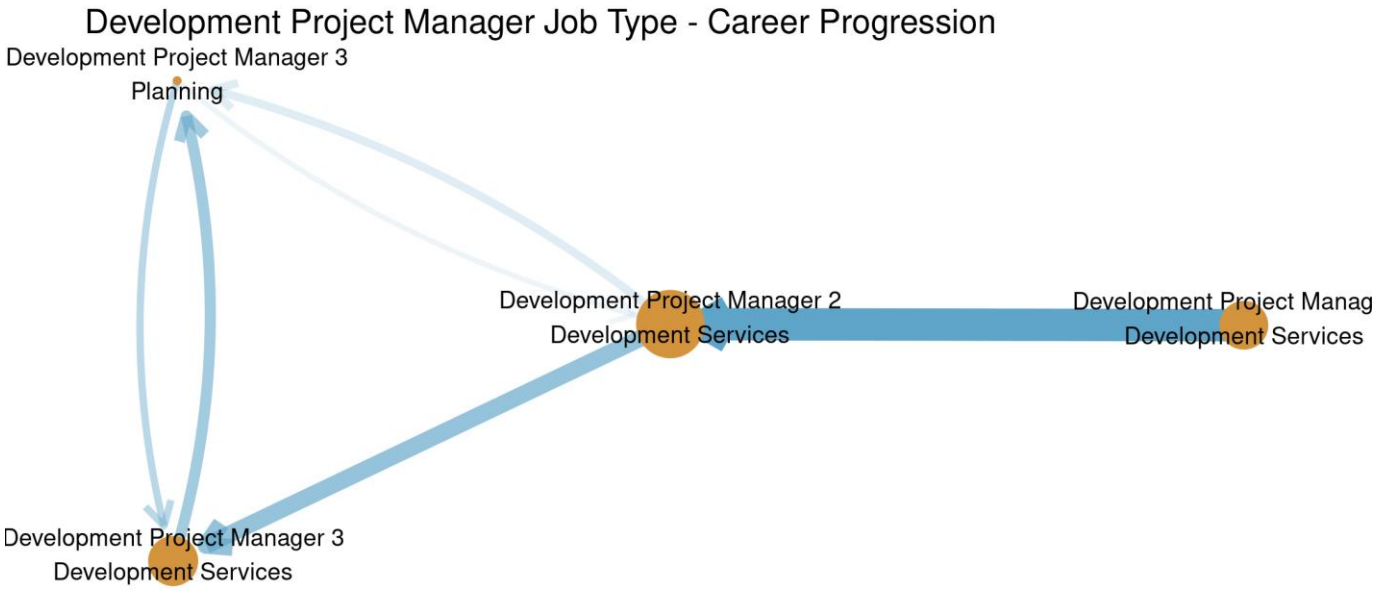


Table 74: *Development Project Manager Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Development Project Manager 2	Development Svcs (100%)	28	42.9%	60.7%	$99,009	$3,927	$102,936
Development Project Manager 3	Development Svcs (79%), Planning (14%)	14	42.9%	57.1%	$116,522	$1,709	$118,231
		42	42.9%	59.5%	$104,846	$3,188	$108,034

Jobs in this job type with an employee excluded from study population: Development Project Manager 2 (13 excluded), and Development Project Manager 3 (3)

Director

Table 75: *Director Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Deputy Director	Public Util (18%), Development Svcs (15%)	62	43.5%	35.5%	$169,461	$0	$169,461
Asst Deputy Director	Public Works Department - Eng & Capital Proj (30%), Development Svcs (25%)	20	45%	40%	$163,868	$0	$163,868
Department Director	Public Works Department - Eng & Capital Proj (12%), Communications (6%)	17	64.7%	41.2%	$202,688	$0	$202,688
Asst Department Director	Public Util (33%), Human Resources (17%)	12	33.3%	25%	$184,512	$0	$184,512
Asst Development Services Dir	Development Svcs (100%)	3	33.3%	0%	$179,797	$0	$179,797
Deputy Pers Director	Personnel (100%)	2			$167,818	$0	$167,818
Asst Environmental Services Dir	Environ Svcs (100%)	1			$181,805	$0	$181,805
Asst Pers Director	Personnel (100%)	1			$183,968	$0	$183,968
Development Services Dir	Development Svcs (100%)	1			$222,123	$0	$222,123
Environmental Services Dir	Environ Svcs (100%)	1			$207,959	$0	$207,959
Governmental Rel Dir	Government Affairs (100%)	1			$166,447	$0	$166,447
Park & Recreation Director	Parks & Rec (100%)	1			$229,842	$0	$229,842
Personnel Director	Personnel (100%)	1			$236,930	$0	$236,930
Planning Director	Planning (100%)	1			$213,967	$0	$213,967
Real Estate Assets Dir	Real Estate & Airport Management (100%)	1			$202,473	$0	$202,473
Risk Management Director	Risk Management (100%)	1			$189,320	$0	$189,320
		126	46.8%	34.9%	$177,410	$0	$177,410

Jobs in this job type with zero employees who met the study's inclusion criteria: Public Utilities Director (2 employees), and Deputy Planning Director (1)

Jobs in this job type with an employee excluded from study population: Deputy Director (16 excluded), Asst Deputy Director (9), Department Director (3), and Asst Department Director (2)

Disposal Site Operations

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

Table 76: *Disposal Site Operations Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Landfill Equip Oper	Environ Svcs (100%)	17	5.9%	52.9%	$68,070	$26,062	$94,132
Utility Worker 2	Environ Svcs (100%)	16	0%	68.8%	$51,160	$9,101	$60,261
Equip Operator 2	Environ Svcs (100%)	10	0%	60%	$61,874	$16,096	$77,970
Heavy Truck Drvr 2	Environ Svcs (100%)	5	0%	80%	$55,083	$6,361	$61,444
Laborer	Environ Svcs (100%)	4	0%	75%	$36,620	$5,919	$42,539
Utility Worker 1	Environ Svcs (100%)	4	50%	100%	$37,439	$4,316	$41,755
General Util Supv	Environ Svcs (100%)	3	0%	33.3%	$88,839	$34,736	$123,575
Public Works Supv	Environ Svcs (100%)	3	33.3%	100%	$77,224	$8,532	$85,756
Disposal Site Supv	Environ Svcs (100%)	2			$79,694	$25,129	$104,823
		64	6.2%	65.6%	$59,745	$15,663	$75,409

Jobs in this job type with zero employees who met the study's inclusion criteria: Heavy Truck Drvr 1 (3 employees)

Jobs in this job type with an employee excluded from study population: Laborer (8 excluded)

Elected Official

Note: due to the low sample size of at least one group in this job type, it was placed in the ‘Other’ job type for analysis. See methods appendix for more details.

Table 77: *Elected Official Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Council Member	City Council (100%)	5	60%	60%	$144,689	$0	$144,689
City Atty	City Attorney's Offc (100%)	1			$223,755	$0	$223,755
Mayor	Offc of the Mayor (100%)	1			$236,851	$0	$236,851
		7	57.1%	71.4%	$169,150	$0	$169,150

Jobs in this job type with an employee excluded from study population: Council Member (5 excluded)

Electrician and Plant Proc Control

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

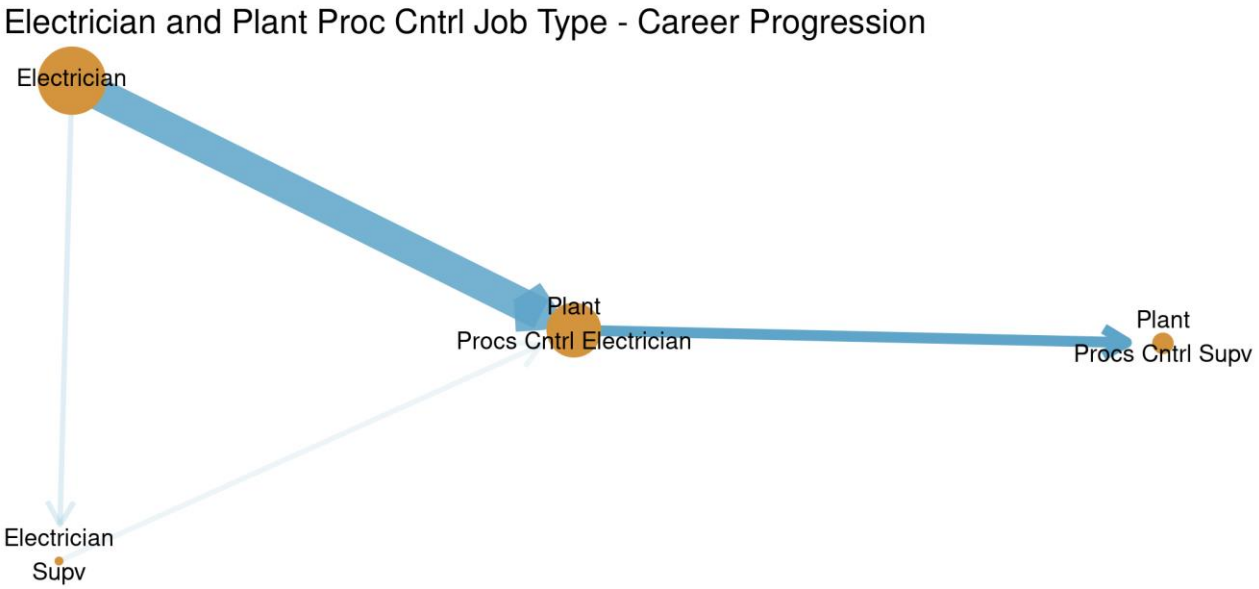


Table 78: *Electrician and Plant Proc Cntrl Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Plant Procs Cntrl Electrician	Public Util (89%), Storm Wtr (11%)	27	0%	74.1%	$91,532	$10,032	$101,564
Electrician	Transportation (52%), Real Estate & Airport Management (22%)	27	3.7%	59.3%	$70,802	$6,497	$77,300
Plant Procs Cntrl Supv	Public Util (86%), Storm Wtr (14%)	7	0%	85.7%	$111,636	$19,298	$130,935
Electrician Supv	Transportation (100%)	2			$101,525	$30,128	$131,653
		63	1.6%	69.8%	$85,199	$10,185	$95,384

Jobs in this job type with an employee excluded from study population: Plant Procs Cntrl Electrician (4 excluded), and Electrician (3)

Engineer - Civil

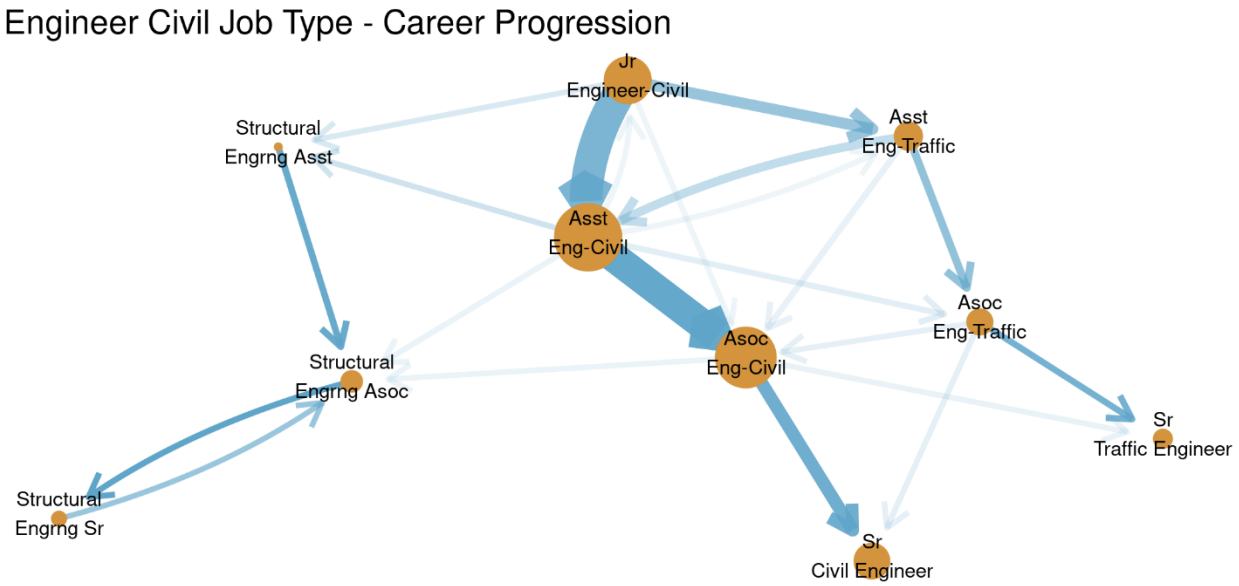


Table 79: *Engineer - Civil Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asst Eng-Civil	Public Works Department - Eng & Capital Proj (71%), Development Svcs (11%)	278	27.3%	56.5%	$100,761	$3,135	$103,896
Asoc Eng-Civil	Public Works Department - Eng & Capital Proj (59%), Public Util (20%)	217	34.6%	51.2%	$124,710	$3,258	$127,969
Sr Civil Engineer	Public Works Department - Eng & Capital Proj (54%), Public Util (16%)	70	32.9%	45.7%	$157,122	$3,619	$160,742
Jr Engineer-Civil	Public Works Department - Eng & Capital Proj (36%), Development Svcs (26%)	61	37.7%	65.6%	$74,009	$1,092	$75,101
Asst Eng-Traffic	Transportation (71%), Development Svcs (18%)	38	34.2%	68.4%	$97,995	$3,276	$101,271
Asoc Eng-Traffic	Transportation (44%), Development Svcs (33%)	27	33.3%	55.6%	$129,613	$3,045	$132,658
Structural Eng Asoc	Development Svcs (100%)	19	26.3%	68.4%	$137,831	$34,268	$172,098
Sr Traffic Engineer	Transportation (46%), Sustainability & Mobility (31%)	13	30.8%	46.2%	$153,844	$6,120	$159,964
Asoc Eng-Civil(Sr Cntrct Spec)	Purchasing & Contracting (45%), Public Util (36%)	11	63.6%	63.6%	$107,420	$642	$108,063
Structural Engrng Sr	Development Svcs (100%)	8	0%	25%	$163,276	$80,730	$244,005
Asst Eng-Civil(Cntrct Spec)	Purchasing & Contracting (75%), Public Util (25%)	4	50%	75%	$99,110	$921	$100,031
Sr Civil Engineer(Princ Cntrc Spec)	Compliance (33%), Public Util (33%)	3	33.3%	33.3%	$131,719	$281	$132,000
Asoc Eng-Civil(Asoc Eng-Geol)	Development Svcs (100%)	2			$174,454	$859	$175,313
Structural Engrng Asst	Development Svcs (100%)	1			$94,770	$671	$95,441
		752	31.8%	54.9%	$114,564	$4,649	$119,212

Jobs in this job type with zero employees who met the study's inclusion criteria: Student Engineer (8 employees), Asst Eng-Civil(Asst Eng-Geol) (2), Jr Engineer-Civil(Student) (2)

Jobs in this job type with an employee excluded from study population: Jr Engineer-Civil (27 excluded), Asst Eng-Civil (18), Asoc Eng-Civil (9), Sr Civil Engineer (6), Asst Eng-Civil(Cntrct Spec) (3), Sr Traffic Engineer (2), and Structural Engrng Asoc (2)

Engineer - Electrical

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

***Table 80:** Engineer - Electrical Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asst Eng-Electrical	Public Works Department - Eng & Capital Proj (67%), Development Svcs (22%)	9	0%	33.3%	$110,643	$12,274	$122,917
Asoc Eng-Electrical	Public Works Department - Eng & Capital Proj (44%), Public Util (33%)	9	0%	33.3%	$136,500	$18,325	$154,825
Jr Engineer-Electrical	Public Works Department - Eng & Capital Proj (100%)	3	0%	33.3%	$74,318	$10,667	$84,985
Sr Electrical Engineer	Development Svcs (33%), Public Util (33%)	3	66.7%	66.7%	$152,938	$30,888	$183,825
Sr Electrical Engineer(Sr Cntrl Sys Eng)	Public Util (100%)	1			$168,942	$4,898	$173,839
		25	8%	36%	$123,000	$16,198	$139,198

Engineer - Other

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

***Table 81:** Engineer - Other Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asoc Eng-Mechanical	Development Svcs (80%), Public Util (20%)	5	40%	100%	$115,251	$33,667	$148,918
Asoc Eng-Corrosion	Public Util (100%)	3	0%	0%	$154,647	$6,046	$160,693
Sr Engineer-Fire Protection	Development Svcs (100%)	2			$154,951	$31,614	$186,565
Sr Mechanical Engineer	Development Svcs (100%)	2			$164,560	$50,715	$215,275
Asst Eng-Corrosion	Public Util (100%)	1			$102,027	$1,114	$103,140
Asst Eng-Mechanical	Public Util (100%)	1			$127,616	$641	$128,257
Sr Engineering Geologist	Development Svcs (100%)	1			$208,669	$667	$209,336
		15	20%	40%	$141,168	$23,570	$164,739

Env Haz Mat Inspctr

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 82: *Env Haz Mat Inspctr Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Haz Mat Inspctr 1	Environ Svcs (100%)	3	0%	66.7%	$71,880	$2,274	$74,154
Haz Mat Inspctr 2	Environ Svcs (100%)	3	0%	0%	$86,085	$5,375	$91,459
Supv Haz Mat Inspctr	Environ Svcs (100%)	2			$100,973	$1,701	$102,675
Haz Mat Inspctr 3	Environ Svcs (100%)	1			$105,745	$7,484	$113,229
		9	0%	22.2%	$86,843	$3,759	$90,602

Executive

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 83: *Executive Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Executive Director	Offc of Boards & Commissions (25%), City Attorney's Offc (12%)	8	62.5%	37.5%	$167,285	$0	$167,285
Deputy Chief Oper Ofcr	Offc of the Chief Operating Offcr (67%), Offc of the Mayor (33%)	3	66.7%	66.7%	$224,531	$0	$224,531
Asst Chief Oper Ofcr	Offc of the Mayor (100%)	1			$214,447	$0	$214,447
Asst Deputy Chief Oper Ofcr	Offc of the Mayor (100%)	1			$156,819	$0	$156,819
Chief Financial Officer	Offc of the Chief Operating Offcr (100%)	1			$263,693	$0	$263,693
		14	64.3%	42.9%	$189,059	$0	$189,059

Jobs in this job type with zero employees who met the study's inclusion criteria: Chief Oper Officer (2 employees)
Jobs in this job type with an employee excluded from study population: Deputy Chief Oper Ofcr (2 excluded)

Executive Assistant

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

Table 84: *Executive Assistant Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Executive Assistant	Offc of the Chief Operating Offcr (10%), City Attorney's Offc (5%)	20	100%	70%	$66,020	$155	$66,175
Asst to the Director	Offc of the City Auditor (67%), Personnel (33%)	3	100%	33.3%	$105,557	$0	$105,557

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Conf Secretary to City Atty	City Attorney's Offc (100%)	1			$99,804	$0	$99,804
Conf Secretary to Mayor	Offc of the Mayor (100%)	1			$80,747	$0	$80,747
Conf Secretary to Police Chief	Police (100%)	1			$83,785	$0	$83,785
		26	100%	61.5%	$73,131	$119	$73,250

Jobs in this job type with zero employees who met the study's inclusion criteria: Asst to the Fire Chief (1 employee), and Principal Asst to City Atty (1)

Jobs in this job type with an employee excluded from study population: Executive Assistant (3 excluded)

Fire Dispatch

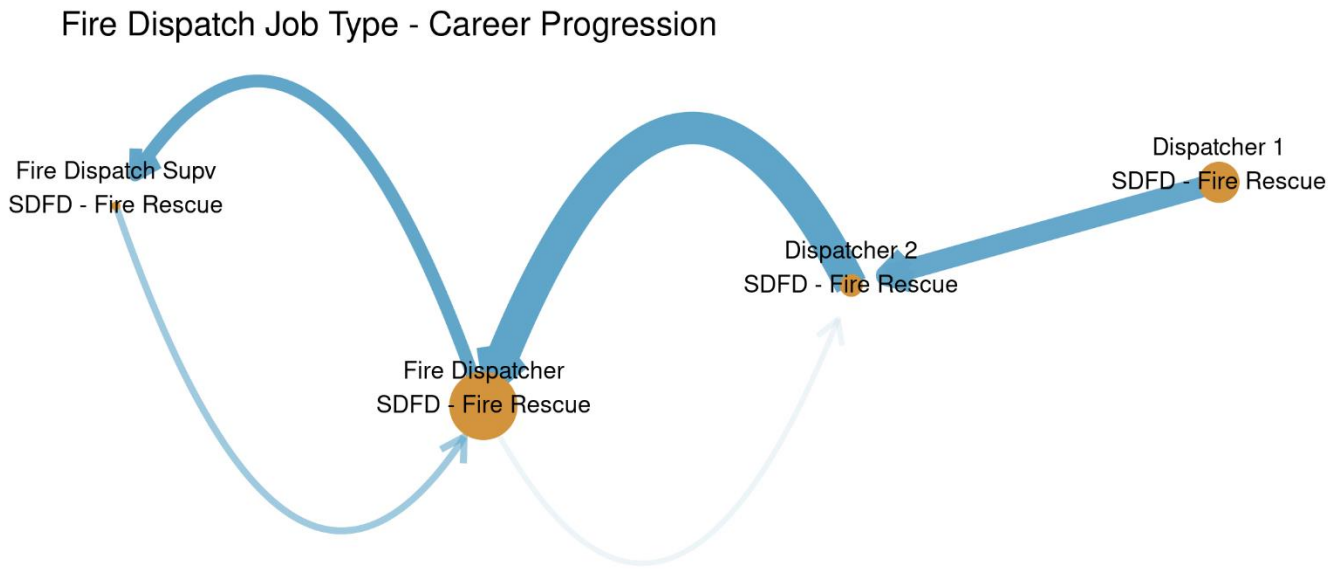


Table 85: *Fire Dispatch Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Fire Dispatcher	Fire Rescue (100%)	25	60%	68%	$79,057	$30,565	$109,622
Fire Dispatch Supv	Fire Rescue (100%)	7	28.6%	42.9%	$89,879	$27,239	$117,118
Dispatcher 1	Fire Rescue (100%)	6	66.7%	83.3%	$53,243	$11,028	$64,271
Dispatcher 2	Fire Rescue (100%)	5	60%	60%	$62,066	$24,523	$86,590
Fire Dispatch Administrator	Fire Rescue (100%)	2			$119,821	$34,470	$154,291
		45	55.6%	62.2%	$77,223	$26,945	$104,167

Jobs in this job type with an employee excluded from study population: Dispatcher 1 (10 excluded), and Fire Dispatcher (10)

Fire Fighter

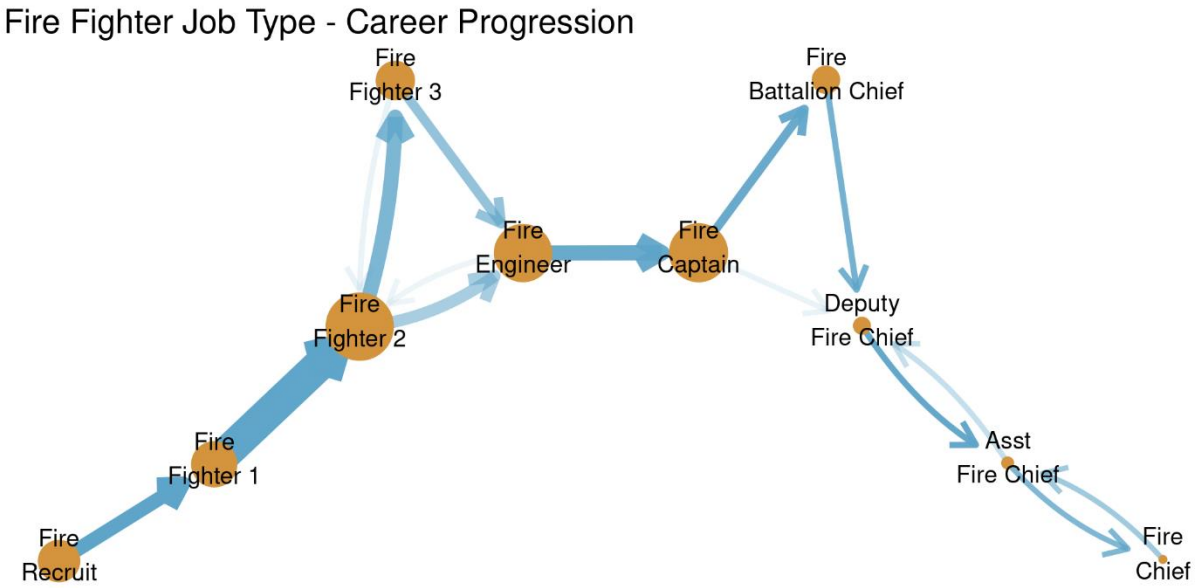


Table 86: *Fire Fighter Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Fire Fighter 2	Fire Rescue (100%)	246	4.9%	38.2%	$70,517	$39,327	$109,843
Fire Captain	Fire Rescue (100%)	197	1.5%	31.5%	$96,777	$69,170	$165,947
Fire Engineer	Fire Rescue (100%)	185	3.8%	30.8%	$82,003	$60,711	$142,714
Fire Fighter 3	Fire Rescue (100%)	73	4.1%	41.1%	$81,680	$53,809	$135,489
Fire Battalion Chief	Fire Rescue (100%)	29	3.4%	34.5%	$135,305	$86,064	$221,369
Fire Fighter 1	Fire Rescue (100%)	16	25%	37.5%	$56,622	$12,133	$68,755
Deputy Fire Chief	Fire Rescue (100%)	8	12.5%	62.5%	$171,775	$0	$171,775
Fire Captain-Mast	Fire Rescue (100%)	3	0%	33.3%	$79,055	$148,107	$227,162
Fire Engineer-Mast	Fire Rescue (100%)	3	0%	0%	$66,116	$89,294	$155,411
Asst Fire Chief	Fire Rescue (100%)	2			$233,863	$0	$233,863
Fire Chief	Fire Rescue (100%)	1			$279,061	$0	$279,061
Fire Recruit	Fire Rescue (100%)	1			$32,945	$584	$33,529
		764	4.2%	34.7%	$85,032	$54,795	$139,827

Jobs in this job type with an employee excluded from study population: Fire Fighter 1 (54 excluded), Fire Fighter 2 (50), Fire Captain (27), Fire Engineer (18), Fire Fighter 3 (9), and Fire Battalion Chief (7)

Fire Prevention

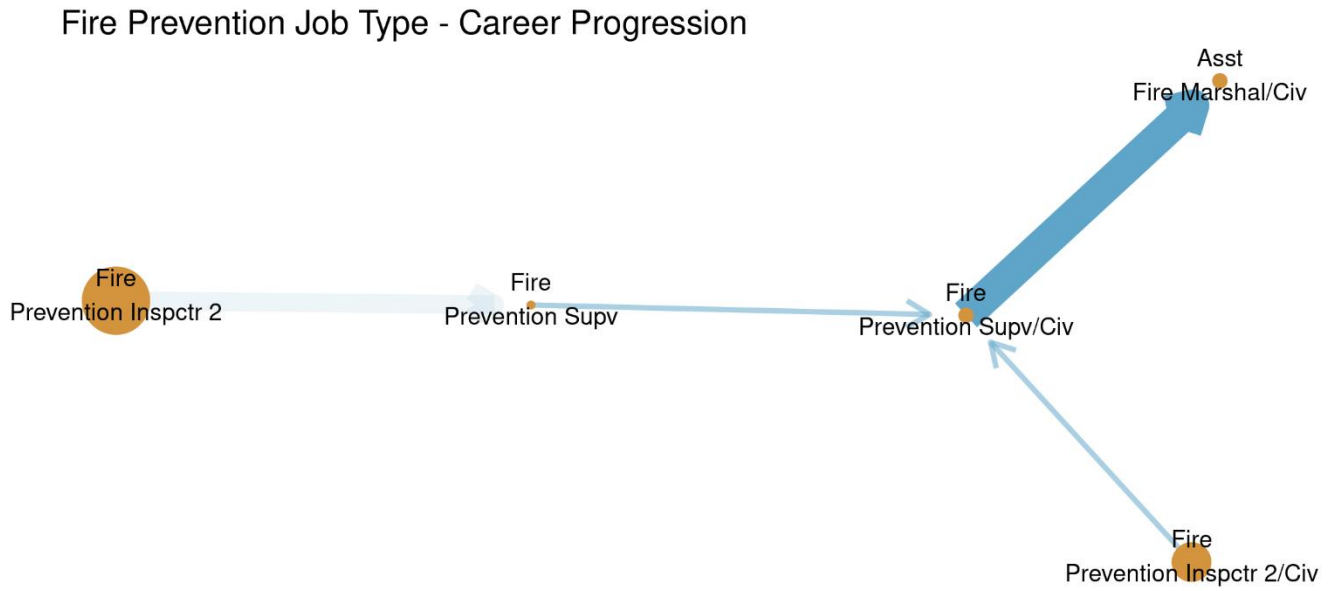


Table 87: *Fire Prevention Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Fire Prevention Inspctr 2	Fire Rescue (100%)	13	23.1%	15.4%	$108,777	$28,593	$137,370
Fire Prevention Supv/Civ	Fire Rescue (100%)	2			$120,075	$12,521	$132,596
Asst Fire Marshal	Fire Rescue (100%)	1			$133,780	$25,996	$159,776
Fire Prevention Inspctr 2/Civ	Fire Rescue (100%)	1			$96,686	$6,233	$102,919
Fire Prevention Supv	Fire Rescue (100%)	1			$110,258	$57,946	$168,204
		18	22.2%	22.2%	$110,832	$27,052	$137,883

Jobs in this job type with zero employees who met the study's inclusion criteria: Asst Fire Marshal/Civ (1 employee)

Jobs in this job type with an employee excluded from study population: Fire Prevention Inspctr 2 (21 excluded)

Fleet Technician

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

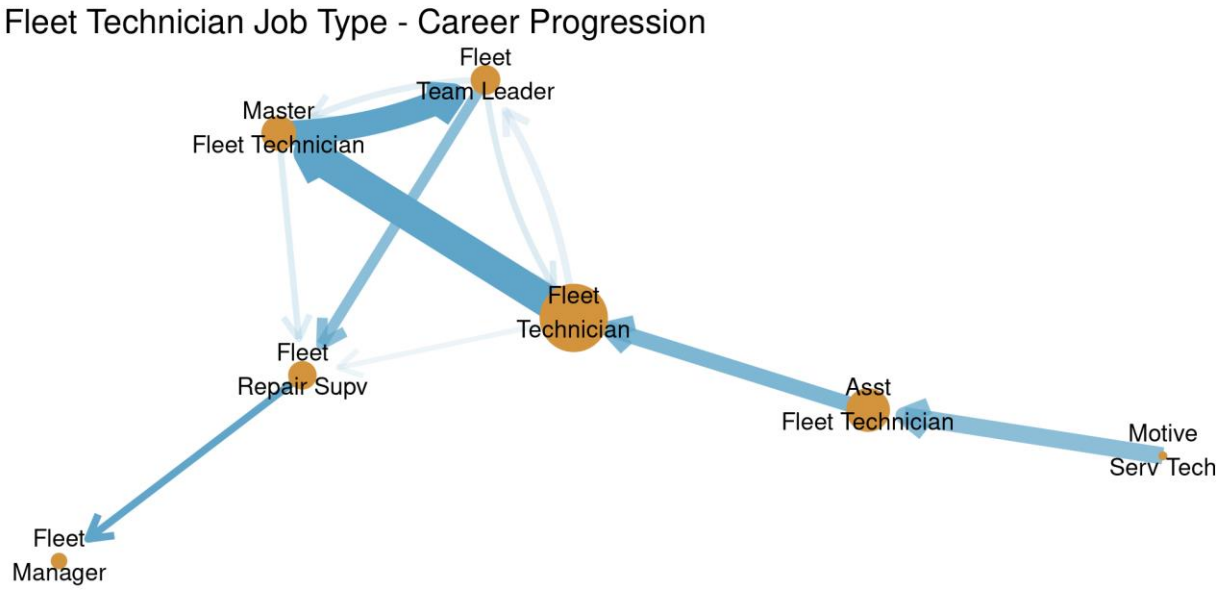


Table 88: *Fleet Technician Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Fleet Technician	General Svcs (100%)	59	0%	88.1%	$70,377	$7,762	$78,139
Asst Fleet Technician	General Svcs (100%)	20	0%	75%	$56,318	$3,157	$59,475
Master Fleet Technician	General Svcs (100%)	12	0%	58.3%	$78,492	$12,272	$90,764
Fleet Team Leader	General Svcs (100%)	10	0%	60%	$86,375	$12,912	$99,287
Fleet Repair Supv	General Svcs (100%)	8	0%	87.5%	$97,232	$9,761	$106,993
Body & Fender Mech	General Svcs (100%)	4	0%	75%	$61,264	$4,240	$65,504
Fleet Manager	General Svcs (100%)	4	0%	25%	$110,271	$345	$110,616
Machinist	General Svcs (100%)	1			$65,524	$550	$66,074
Motive Serv Tech	General Svcs (100%)	1			$46,546	$3,414	$49,960
		119	0%	76.5%	$72,776	$7,545	$80,321

Jobs in this job type with an employee excluded from study population: Fleet Technician (13 excluded), and Asst Fleet Technician (4)

Golf Operations

Note: due to the high gender and racial imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for gender gap analysis and Other for the racial and ethnic pay gap analysis. See methods appendix for more details.

Table 89: *Golf Operations Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Golf Operations Assistant	Parks & Rec (100%)	14	7.1%	14.3%	$53,766	$7,657	$61,423
Rec Spec(Golf)	Parks & Rec (100%)	3	0%	0%	$65,930	$6,142	$72,072
Golf Course Mgr	Parks & Rec (100%)	2			$79,389	$4,762	$84,151
Golf Operations Supv	Parks & Rec (100%)	1			$61,058	$10,915	$71,973
		20	5%	15%	$58,518	$7,303	$65,821

Jobs in this job type with zero employees who met the study's inclusion criteria: Rec Aide (10 employees)

Jobs in this job type with an employee excluded from study population: Golf Operations Assistant (24 excluded)

Information Systems

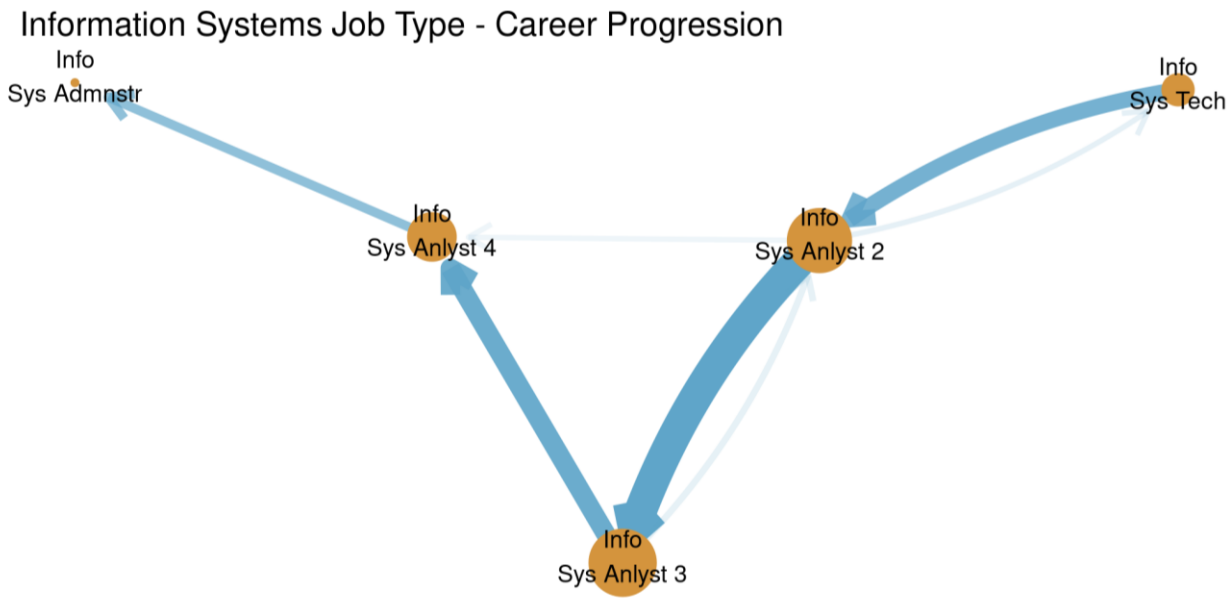


Table 90: *Information Systems Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Info Sys Anlyst 3	Information Technology (18%), Public Util (18%)	39	33.3%	76.9%	$88,036	$0	$88,036
Info Sys Anlyst 2	Fire Rescue (20%), Development Svcs (12%)	25	16%	52%	$79,005	$19	$79,024
Info Sys Anlyst 4	Information Technology (15%), Public Works Department - Eng & Capital Proj (15%)	13	15.4%	38.5%	$99,735	$0	$99,735
Info Sys Tech	Library (33%), City Attorney's Offc (17%)	6	50%	50%	$64,948	$77	$65,025
Info Sys Admnstr	Environ Svcs (50%), Public Works Department - Eng & Capital Proj (50%)	2			$112,031	$0	$112,031

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Info Sys Anlyst 4(Supv Cntrl Sys Prgmr)	Public Util (100%)	1			$100,760	$0	$100,760
Info Sys Mgr	Information Technology (100%)	1			$120,208	$0	$120,208
		87	25.3%	60.9%	$86,664	$11	$86,675

Jobs in this job type with an employee excluded from study population: Info Sys Anlyst 3 (5 excluded), Info Sys Anlyst 4 (4), and Info Sys Anlyst 2 (2)

Land Surveying

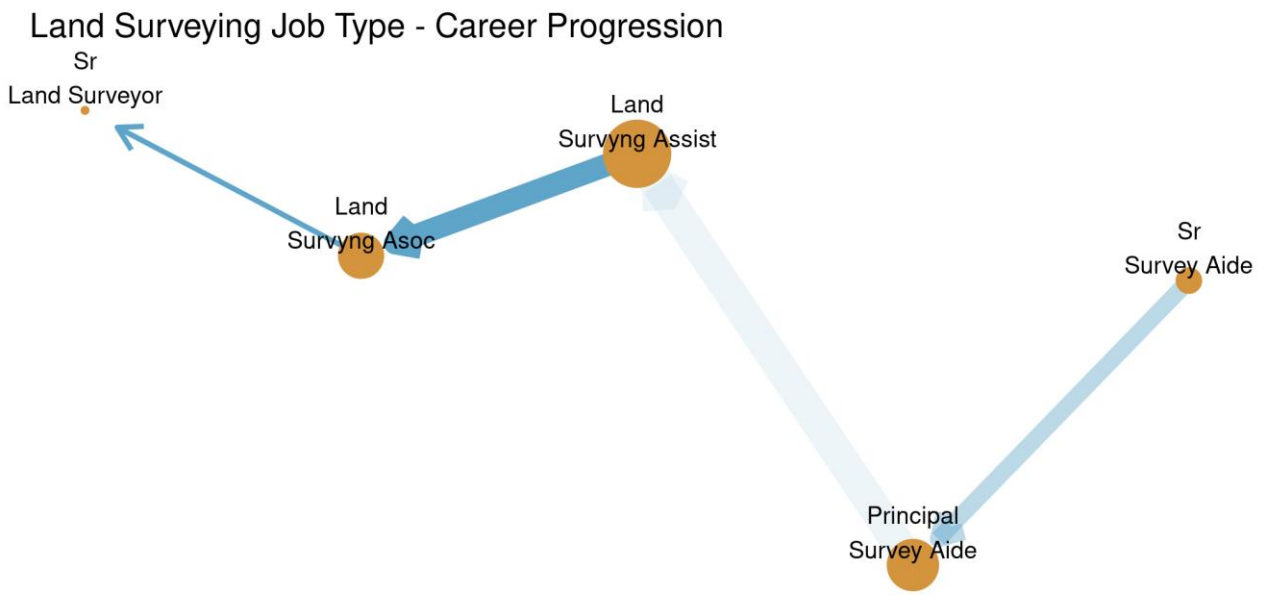


Table 91: *Land Surveying Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Land Survyng Assist	Public Works Department - Eng & Capital Proj (89%), Development Svcs (11%)	27	7.4%	33.3%	$105,589	$1,340	$106,929
Land Survyng Asoc	Public Works Department - Eng & Capital Proj (57%), Development Svcs (36%)	14	0%	35.7%	$149,355	$6,190	$155,545
Principal Survey Aide	Public Works Department - Eng & Capital Proj (100%)	13	7.7%	30.8%	$82,088	$768	$82,856
Sr Land Surveyor	Public Works Department - Eng & Capital Proj (67%), Development Svcs (33%)	3	0%	0%	$160,329	$1,956	$162,286
Sr Survey Aide	Public Works Department - Eng & Capital Proj (100%)	1			$65,724	$0	$65,724
		58	5.2%	32.8%	$113,030	$2,391	$115,421

Jobs in this job type with an employee excluded from study population: Land Survyng Asoc (3 excluded), Land Survyng Assist (3), and Principal Survey Aide (2)

Librarian

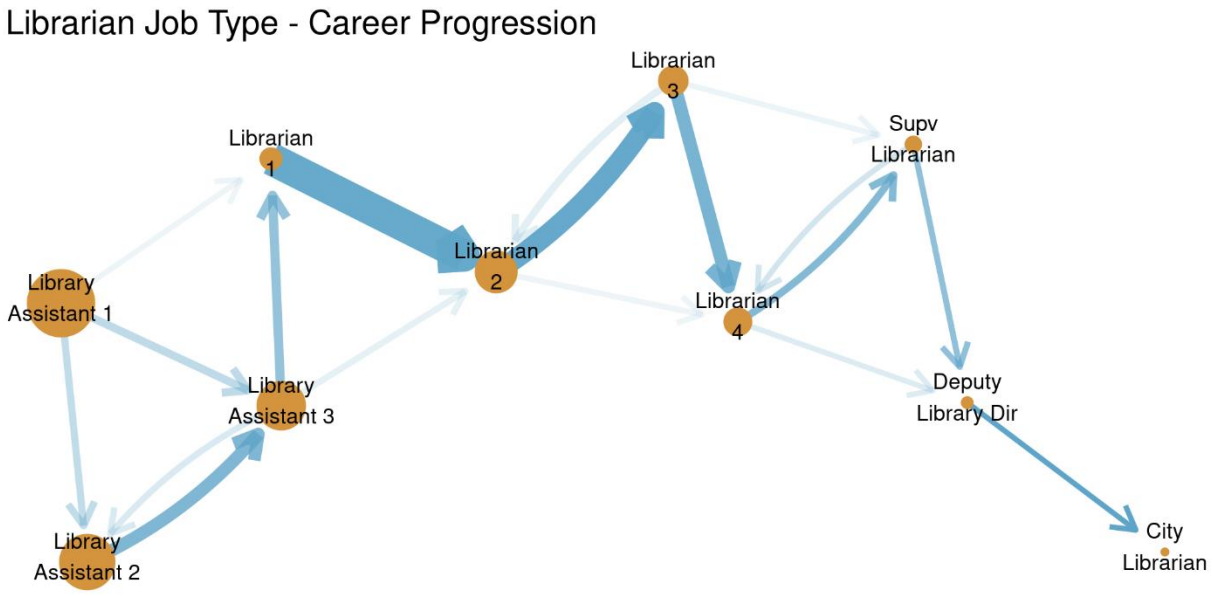


Table 92: *Librarian Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Library Assistant 3	Library (100%)	97	70.1%	58.8%	$67,678	$4,676	$72,353
Library Assistant 1	Library (100%)	86	76.7%	66.3%	$37,574	$1,438	$39,012
Library Assistant 2	Library (100%)	86	62.8%	66.3%	$54,998	$2,333	$57,332
Librarian 2	Library (100%)	46	80.4%	30.4%	$84,985	$1,730	$86,716
Librarian 3	Library (100%)	28	78.6%	50%	$94,029	$132	$94,162
Librarian 4	Library (100%)	24	62.5%	37.5%	$99,401	$365	$99,765
Librarian 1	Library (100%)	22	77.3%	45.5%	$69,269	$3,515	$72,784
Supv Librarian	Library (100%)	4	50%	75%	$118,676	$328	$119,004
Deputy Library Dir	Library (100%)	3	33.3%	66.7%	$158,970	$0	$158,970
City Librarian	Library (100%)	1			$209,384	$0	$209,384
		397	71.3%	56.2%	$65,840	$2,389	$68,230

Jobs in this job type with an employee excluded from study population: Library Assistant 1 (64 excluded), Library Assistant 3 (33), Library Assistant 2 (30), Librarian 2 (12), and Librarian 1 (6)

Lifeguard

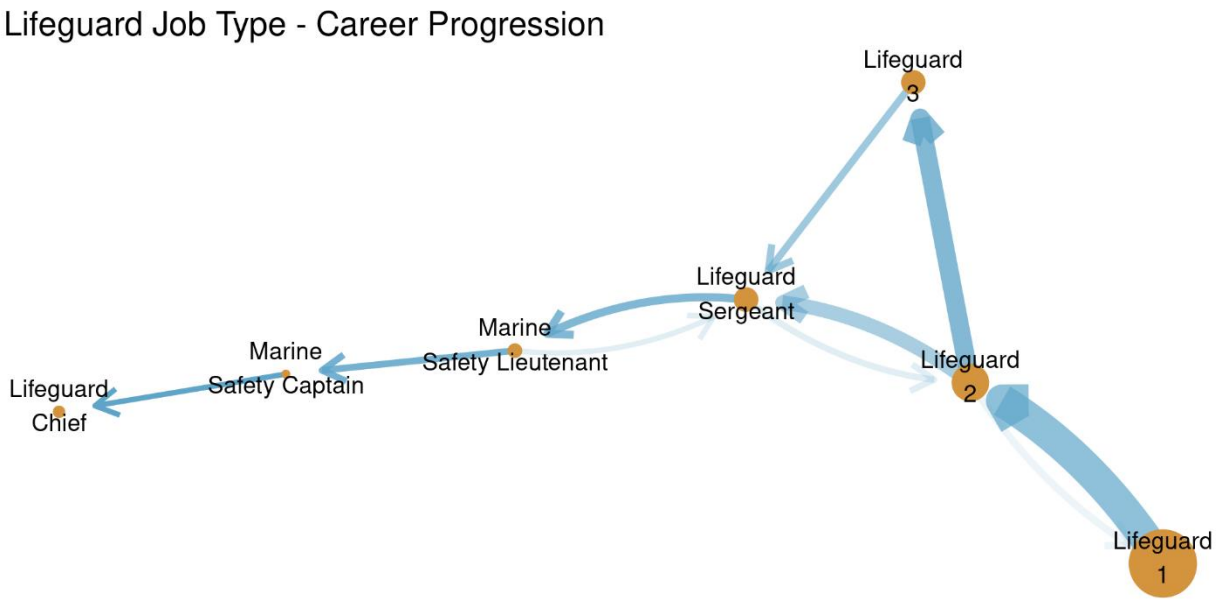


Table 93: *Lifeguard Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Lifeguard 2	Fire Rescue (100%)	61	9.8%	11.5%	$79,539	$13,590	$93,129
Lifeguard 3	Fire Rescue (100%)	25	8%	4%	$89,369	$35,598	$124,968
Lifeguard Sergeant	Fire Rescue (100%)	19	15.8%	0%	$102,853	$26,632	$129,485
Marine Safety Lieutenant	Fire Rescue (100%)	4	0%	75%	$132,429	$47,707	$180,136
Lifeguard Chief	Fire Rescue (100%)	1			$191,424	$0	$191,424
Marine Safety Captain	Fire Rescue (100%)	1			$129,139	$0	$129,139
		111	10.8%	10.8%	$89,104	$21,764	$110,868

Jobs in this job type with zero employees who met the study's inclusion criteria: Lifeguard 1 (297 employees)

Jobs in this job type with an employee excluded from study population: Lifeguard 2 (4 excluded)

Mayor Representative

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 94: *Mayor Representative Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Mayor Representative 2	Offc of the Mayor (100%)	13	46.2%	61.5%	$89,222	$0	$89,222
		13	46.2%	61.5%	$89,222	$0	$89,222

Jobs in this job type with an employee excluded from study population: Mayor Representative 2 (3 excluded)

Other

***Table 95:** Other Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Utility Worker 1	Public Util (100%)	11	0%	90.9%	$45,777	$16,676	$62,453
Recycling Spec 2	Environ Svcs (100%)	9	44.4%	66.7%	$78,527	$628	$79,155
Water Distribution Operator	Public Util (100%)	9	11.1%	88.9%	$81,004	$14,342	$95,346
Management Trainee	Debt Management (22%), Economic Development (22%)	9	22.2%	77.8%	$52,771	$124	$52,895
Disposal Site Rep	Environ Svcs (100%)	8	50%	100%	$38,432	$3,364	$41,796
Environmental Health Inspector 2	Environ Svcs (100%)	8	25%	50%	$79,807	$1,482	$81,289
Victim Services Coordinator	City Attorney's Offc (100%)	8	87.5%	75%	$53,246	$478	$53,724
District Manager	Parks & Rec (100%)	7	14.3%	71.4%	$95,836	$1,640	$97,476
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util (100%)	7	14.3%	85.7%	$100,772	$19,227	$119,999
Library Technician	Library (100%)	6	66.7%	66.7%	$50,144	$0	$50,144
Asoc Eng-Fire Protection	Development Svcs (100%)	5	20%	100%	$116,942	$31,913	$148,855
Budget/Legislative Analyst 1	Offc of the Independent Budget Analyst (100%)	5	60%	20%	$134,403	$0	$134,403
Horticulturist	Parks & Rec (60%), Transportation (40%)	5	20%	0%	$72,082	$1,376	$73,459
Airport Operations Assistant	Real Estate & Airport Management (100%)	4	0%	25%	$52,122	$2,277	$54,399
Paramedic 2 (Terminal)	Fire Rescue (100%)	4	50%	25%	$92,381	$7,693	$100,074
Power Plant Oper	Public Util (100%)	4	0%	50%	$88,158	$15,566	$103,724
Recycling Spec 3	Environ Svcs (100%)	4	100%	50%	$80,613	$492	$81,105
Spec Event Traffic Cntrl Supv	Police (100%)	4	25%	25%	$68,687	$37,512	$106,199
Sr Disposal Site Rep	Environ Svcs (100%)	4	75%	75%	$56,764	$12,469	$69,232
Wtr Production Superintendent	Public Util (100%)	4	0%	75%	$146,810	$28,967	$175,777
Asst Investment Ofcr	Offc of the City Treasurer (50%), SDCERS (50%)	4	25%	25%	$145,370	$0	$145,370
Geog Info Systems Analyst 2	Information Technology (50%), Fire Rescue (25%)	4	25%	25%	$75,220	$0	$75,220
Equip Tech 2	Storm Wtr (100%)	3	0%	100%	$65,100	$22,579	$87,679
Haz Mat Inspctr 3(Solid Wst Insp 3)	Development Svcs (100%)	3	0%	33.3%	$91,172	$732	$91,904
Polygrapher 3	Police (100%)	3	0%	33.3%	$107,854	$375	$108,229
Pump Station Oper Supv	Public Util (100%)	3	0%	33.3%	$71,787	$24,461	$96,247
Quality Mgmt Coord	Fire Rescue (100%)	3	33.3%	0%	$134,285	$0	$134,285
Sr Water Operations Supv	Public Util (100%)	3	0%	33.3%	$122,642	$24,415	$147,057
Supv Procure Contracting Ofcr	Purchasing & Contracting (100%)	3	66.7%	66.7%	$138,014	$4,897	$142,911
Water Sys District Mgr	Public Util (100%)	3	0%	66.7%	$125,516	$30,030	$155,546
Investment Officer	SDCERS (67%), Offc of the City Treasurer (33%)	3	66.7%	0%	$250,329	$0	$250,329
Airport Manager	Real Estate & Airport Management (100%)	2			$95,748	$8,679	$104,427
Asst for Community Outreach	City Attorney's Offc (100%)	2			$103,131	$0	$103,131
Compliance & Metering Mgr	Public Util (100%)	2			$96,177	$0	$96,177
Enviro Health Coordinator	Environ Svcs (100%)	2			$92,357	$2,194	$94,551
Field Rep	Storm Wtr (100%)	2			$52,206	$0	$52,206
Fire Helicopter Pilot	Fire Rescue (100%)	2			$111,452	$69,426	$180,879
Geog Info Systems Analyst 3	Information Technology (100%)	2			$84,222	$0	$84,222
Metal Fabrication Supv	General Svcs (100%)	2			$72,043	$8,389	$80,433
Parking Meter Supv	Offc of the City Treasurer (100%)	2			$63,703	$0	$63,703
Pesticide Applicator	Transportation (100%)	2			$59,498	$1,710	$61,208

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Ranger/Diver 1	Public Util (100%)	2			$85,476	$11,329	$96,805
Recycling Prgm Mgr(Asset Mgmt Coord)	Public Util (100%)	2			$103,477	$0	$103,477
Sr Airport Operations Asst	Real Estate & Airport Management (100%)	2			$70,837	$4,010	$74,848
Sr Water Distribution Operations Supv	Public Util (100%)	2			$117,037	$50,283	$167,320
Storm Water Compliance Mgr	Storm Wtr (100%)	2			$102,065	$654	$102,718
Supv Recycling Spec	Environ Svcs (100%)	2			$110,577	$-19	$110,558
Water Operations Supervisor	Public Util (100%)	2			$113,577	$16,961	$130,538
Org Efec Supv	Public Util (50%), Public Works Department - Eng & Capital Proj (50%)	2			$98,226	$0	$98,226
Air Operations Chief	Fire Rescue (100%)	1			$142,306	$39,639	$181,945
Asst Retirement Administrator	SDCERS (100%)	1			$273,879	$0	$273,879
Asst Retirement General Counsel	SDCERS (100%)	1			$173,518	$0	$173,518
Asst Water Distribution Oper	Public Util (100%)	1			$65,615	$8,162	$73,777
Boat Operator	Public Util (100%)	1			$73,861	$633	$74,494
Business Systems Analyst 2	Information Technology (100%)	1			$90,946	$0	$90,946
City Clerk	Offc of the City Clerk (100%)	1			$220,461	$0	$220,461
Electronics Tech	Transportation (100%)	1			$90,260	$0	$90,260
Equal Emplymnt Invstgtns Mgr	Personnel (100%)	1			$164,579	$0	$164,579
Executive Assistant Police Chief	Police (100%)	1			$280,474	$0	$280,474
Fire Captain	Fire Rescue (100%)	1			$150,448	$47,650	$198,099
Fire Fighter 2	Fire Rescue (100%)	1			$104,001	$24,688	$128,689
Fleet Attendant	General Svcs (100%)	1			$56,410	$1,125	$57,534
Grounds Maint Wrkr 2	Real Estate & Airport Management (100%)	1			$38,050	$0	$38,050
Haz Mat Inspctr 2(Solid Wst Insp 2)	Development Svcs (100%)	1			$100,905	$0	$100,905
Librarian 3(Law Librn)	City Attorney's Offc (100%)	1			$100,095	$0	$100,095
Medical Review Officer	SDCERS (100%)	1			$154,854	$0	$154,854
Org Efec Spec 3(Outrch & Ed Coord)	Fire Rescue (100%)	1			$96,418	$0	$96,418
Paramedic Coord	Fire Rescue (100%)	1			$134,314	$0	$134,314
Power Plant Supv	Public Util (100%)	1			$96,584	$44,688	$141,271
Principal Legal Sec	City Attorney's Offc (100%)	1			$95,887	$1,064	$96,950
Principal Utility Supv	Transportation (100%)	1			$82,829	$301	$83,130
Public Art Prgm Admnstr	Cultural Affairs (100%)	1			$98,065	$0	$98,065
Publishing Specialist 2	Communications (100%)	1			$60,403	$180	$60,583
Pure Water Treatment Superintendent	Public Util (100%)	1			$126,708	$2,629	$129,337
Ranger/Diver 2	Public Util (100%)	1			$84,089	$21,190	$105,279
Ranger/Diver Supv	Public Util (100%)	1			$87,865	$3,025	$90,891
Rec Spec	Parks & Rec (100%)	1			$63,833	$1,245	$65,078
Rec Spec(Senior Citizens)	Parks & Rec (100%)	1			$51,445	$0	$51,445
Recycling Prgm Mgr	Environ Svcs (100%)	1			$111,596	$0	$111,596

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Retirement Administrator	SDCERS (100%)	1			$347,755	$0	$347,755
Retirement General Counsel	SDCERS (100%)	1			$279,145	$0	$279,145
Sr Boat Operator	Public Util (100%)	1			$91,992	$455	$92,448
Sr Corrosion Specialist	Public Util (100%)	1			$167,611	$6,917	$174,528
Sr Library Tech	Library (100%)	1			$59,181	$0	$59,181
Sr Paralegal (Sr Retire Paralegal)	SDCERS (100%)	1			$105,545	$0	$105,545
Sr Power Plant Supv	Public Util (100%)	1			$103,808	$1,850	$105,658
Sr Publishing Specialist	Communications (100%)	1			$68,912	$1,456	$70,368
Sr Pure Water Plant Operations Supv	Public Util (100%)	1			$113,725	$1,743	$115,468
Supv Disposal Site Rep	Environ Svcs (100%)	1			$49,014	$81	$49,095
Supv Rec Spec	Parks & Rec (100%)	1			$70,515	$831	$71,346
Treasurer	Offc of the City Treasurer (100%)	1			$216,073	$0	$216,073
Utility Worker 2	Real Estate & Airport Management (100%)	1			$46,879	$790	$47,669
Water Distribution Operations Supv	Public Util (100%)	1			$112,897	$37,010	$149,906
		240	33.3%	52.9%	$92,468	$8,381	$100,849

Other Equip Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

***Table 96:** Other Equip Tech Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Traffic Signal Technician 2	Transportation (100%)	9	0%	66.7%	$76,969	$43,549	$120,517
Aquatics Tech 2	Parks & Rec (100%)	4	0%	75%	$65,142	$8,518	$73,660
Helicopter Mechanic	Fire Rescue (100%)	4	0%	0%	$96,480	$17,517	$113,996
Parking Meter Tech	Offc of the City Treasurer (100%)	4	0%	75%	$56,299	$0	$56,299
Traffic Signal Supervisor	Transportation (100%)	3	0%	66.7%	$98,827	$60,096	$158,924
Marine Mechanic	Fire Rescue (67%), Public Util (33%)	3	0%	66.7%	$59,063	$2,035	$61,098
Aquatics Tech Supv	Parks & Rec (100%)	1			$68,512	$21,336	$89,848
Equip Tech 1	Storm Wtr (100%)	1			$65,429	$6,505	$71,934
Equip Tech 3	Environ Svcs (100%)	1			$69,327	$349	$69,676
Master Fleet Technician	Environ Svcs (100%)	1			$95,717	$28,319	$124,035
Sr Parking Meter Tech	Offc of the City Treasurer (100%)	1			$65,317	$0	$65,317
		32	0%	50%	$75,074	$23,093	$98,167

Jobs in this job type with zero employees who met the study's inclusion criteria: Aquatics Tech 1 (2 employees), and Traffic Signal Technician 1 (2)

Jobs in this job type with an employee excluded from study population: Traffic Signal Technician 2 (5 excluded), Parking Meter Tech (3), and Aquatics Tech 2 (2)

Paralegal

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

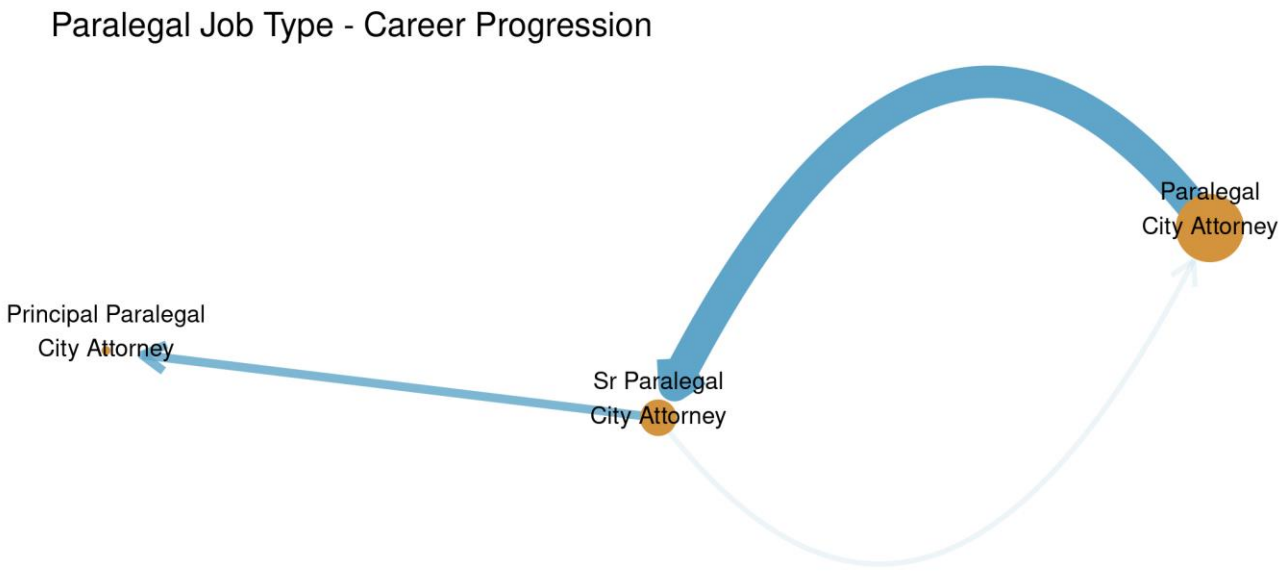


Table 97: *Paralegal Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Paralegal	City Attorney's Offc (95%), SDCERS (5%)	20	90%	50%	$81,141	$494	$81,635
Sr Paralegal	City Attorney's Offc (100%)	5	100%	60%	$94,850	$1,108	$95,958
Paralegal(Ret Paralegal)	SDCERS (100%)	2			$97,044	$304	$97,348
Principal Paralegal	City Attorney's Offc (100%)	1			$101,129	$10,818	$111,947
		28	92.9%	46.4%	$85,439	$959	$86,397

Jobs in this job type with an employee excluded from study population: Paralegal (2 excluded)

Park Ranger

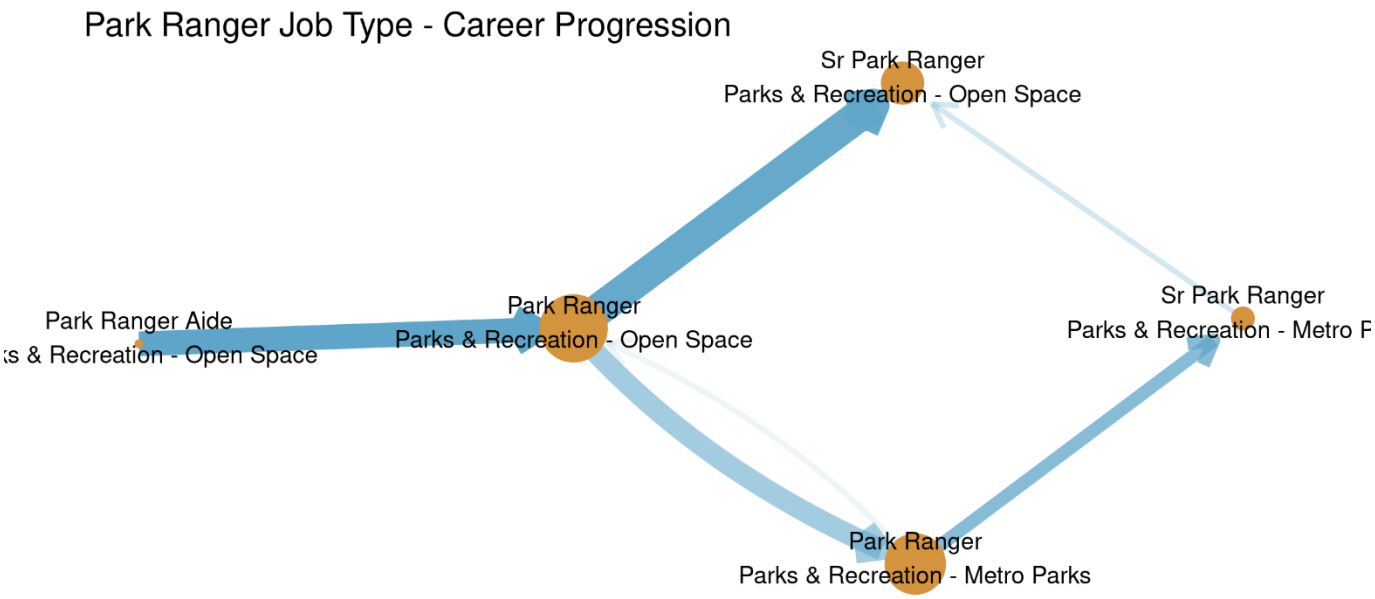


Table 98: *Park Ranger Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Park Ranger	Parks & Rec (100%)	32	25%	43.8%	$66,136	$5,614	$71,750
Sr Park Ranger	Parks & Rec (100%)	10	50%	30%	$85,082	$6,110	$91,191
Park Ranger Aide	Parks & Rec (100%)	1			$36,109	$3,318	$39,427
		43	30.2%	39.5%	$69,844	$5,676	$75,519

Jobs in this job type with an employee excluded from study population: Park Ranger (5 excluded)

Parking Enforcement

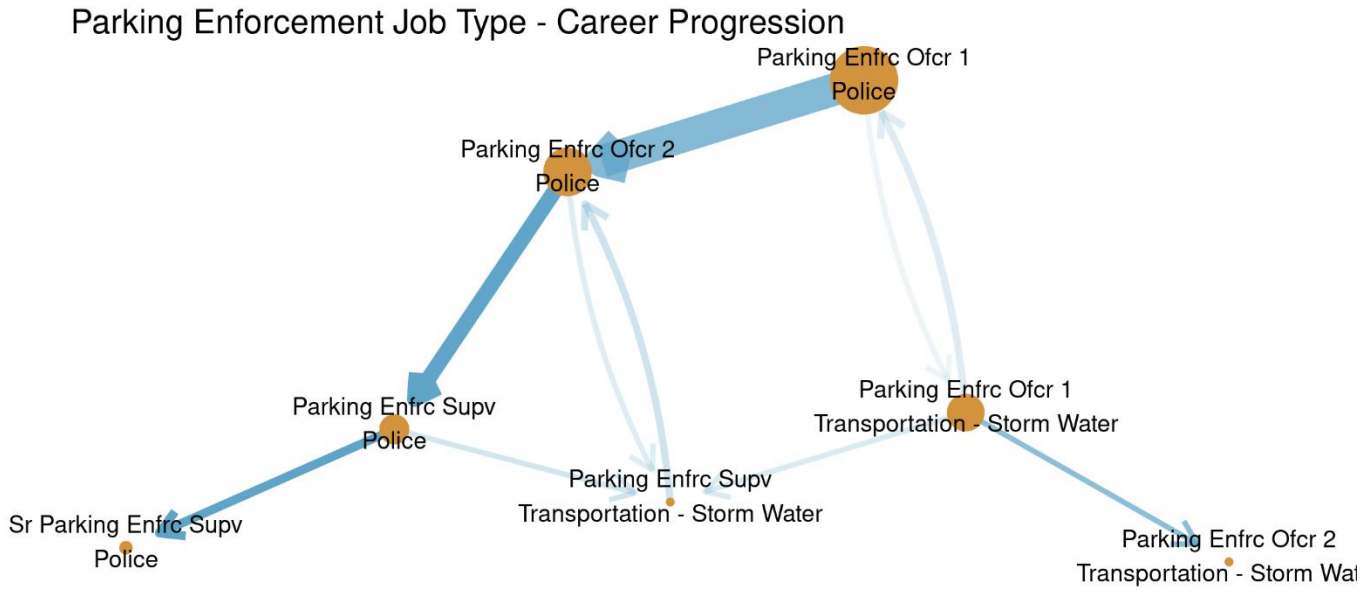


Table 99: *Parking Enforcement Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Parking Enfrc Ofcr 1	Police (69%), Storm Wtr (31%)	36	33.3%	86.1%	$60,315	$9,350	$69,665
Parking Enfrc Ofcr 2	Police (93%), Storm Wtr (7%)	15	40%	73.3%	$62,858	$12,799	$75,657
Parking Enfrc Supv	Police (100%)	6	33.3%	66.7%	$74,346	$25,373	$99,719
Sr Parking Enfrc Supv	Police (100%)	1			$92,418	$4,437	$96,855
		58	34.5%	79.3%	$62,978	$11,815	$74,793

Jobs in this job type with an employee excluded from study population: Parking Enfrc Ofcr 1 (13 excluded), and Parking Enfrc Ofcr 2 (4)

Parks Grounds Maintenance

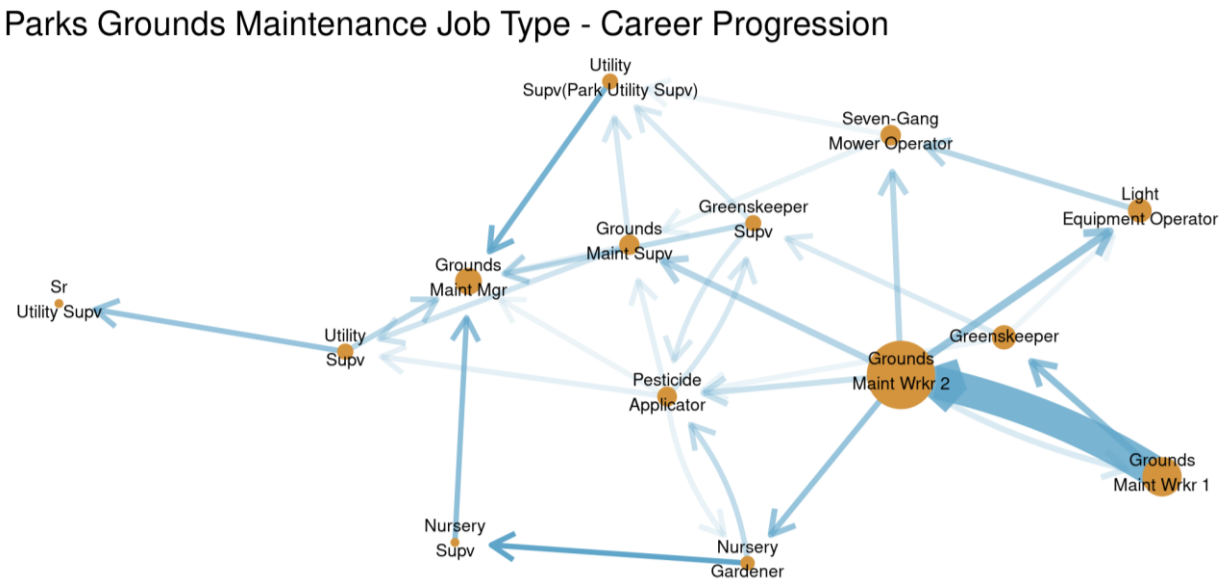


Table 100: *Parks Grounds Maintenance Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Grounds Maint Wrkr 2	Parks & Rec (100%)	205	16.6%	86.8%	$49,204	$2,620	$51,824
Grounds Maint Mgr	Parks & Rec (100%)	23	0%	60.9%	$80,409	$2,463	$82,873
Grounds Maint Wrkr 1	Parks & Rec (100%)	21	23.8%	90.5%	$39,061	$2,360	$41,421
Light Equipment Operator	Parks & Rec (100%)	18	0%	83.3%	$51,023	$3,193	$54,216
Golf Course Greenskeeper	Parks & Rec (100%)	14	7.1%	85.7%	$51,317	$3,565	$54,882
Grounds Maint Supv	Parks & Rec (100%)	11	45.5%	72.7%	$63,558	$4,025	$67,583
Pesticide Applicator	Parks & Rec (100%)	11	18.2%	45.5%	$61,664	$3,861	$65,526
Seven-Gang Mower Operator	Parks & Rec (100%)	11	0%	81.8%	$56,715	$3,796	$60,511
Equip Operator 1	Parks & Rec (100%)	9	0%	100%	$59,446	$4,045	$63,491
Equip Operator 2	Parks & Rec (100%)	9	0%	100%	$61,502	$6,771	$68,273
Equip Tech 2	Parks & Rec (100%)	9	11.1%	55.6%	$56,402	$2,139	$58,541
Laborer	Parks & Rec (100%)	7	0%	100%	$41,069	$7,720	$48,789
Irrigation Specialist	Parks & Rec (100%)	6	0%	50%	$62,972	$5,099	$68,071
Equip Tech 1	Parks & Rec (100%)	5	0%	100%	$54,984	$4,440	$59,424
Heavy Truck Drvr 1	Parks & Rec (100%)	5	0%	80%	$58,526	$5,468	$63,994
Greenskeeper	Parks & Rec (100%)	4	0%	75%	$52,703	$4,540	$57,243
Utility Supv	Parks & Rec (100%)	4	25%	100%	$68,574	$9,341	$77,915
Equip Tech 3	Parks & Rec (100%)	3	0%	66.7%	$61,714	$10,610	$72,324
Tree Trimmer	Parks & Rec (100%)	3	0%	100%	$52,516	$3,426	$55,942
Utility Supv(Park Utility Supv)	Parks & Rec (100%)	3	0%	100%	$59,752	$7,213	$66,965
Asst Golf Course Superintendent	Parks & Rec (100%)	2			$65,292	$14,972	$80,264
Utility Worker 2	Parks & Rec (100%)	2			$49,139	$3,372	$52,511
Golf Course Supt	Parks & Rec (100%)	1			$94,963	$9,811	$104,774
Greenskeeper Supv	Parks & Rec (100%)	1			$75,219	$8,570	$83,789
Nursery Gardener	Parks & Rec (100%)	1			$51,928	$218	$52,146
Nursery Supv	Parks & Rec (100%)	1			$68,131	$1,786	$69,918
Pesticide Supv	Parks & Rec (100%)	1			$68,801	$702	$69,503
Sr Utility Supv	Parks & Rec (100%)	1			$76,705	$17,111	$93,817
Utility Worker 1	Parks & Rec (100%)	1			$42,868	$12,630	$55,499
		392	12.5%	82.1%	$53,414	$3,410	$56,824

Jobs in this job type with zero employees who met the study's inclusion criteria: Tree Maint Crewleader (1 employee)

Jobs in this job type with an employee excluded from study population: Grounds Maint Wrkr 2 (56 excluded), Grounds Maint Wrkr 1 (54), Equip Tech 1 (3), Equip Operator 1 (2), Golf Course Greenskeeper (2), Greenskeeper (2), Grounds Maint Mgr (2), Utility Supv(Park Utility Supv) (2), and Utility Worker 2 (2)

Plan Review Spec

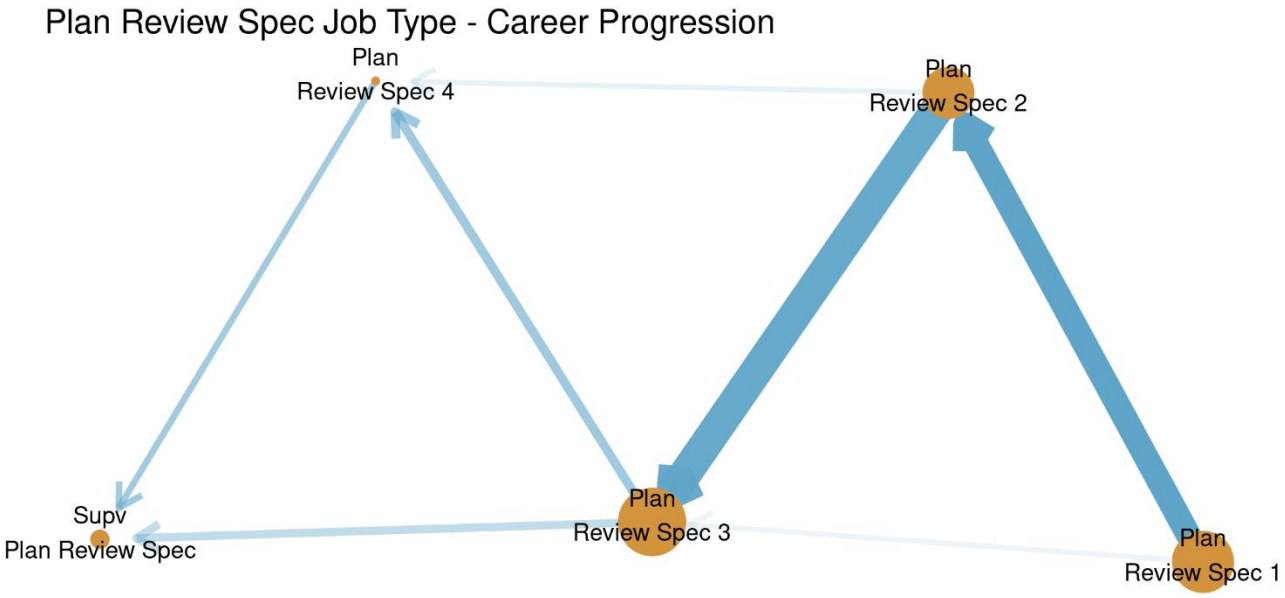


Table 101: *Plan Review Spec Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Plan Review Spec 3	Development Svcs (100%)	17	64.7%	70.6%	$66,649	$2,202	$68,851
Plan Review Spec 1	Development Svcs (100%)	10	50%	60%	$52,434	$1,780	$54,214
Supv Plan Review Spec	Development Svcs (100%)	6	66.7%	50%	$97,540	$9,427	$106,967
Plan Review Spec 4	Development Svcs (100%)	5	80%	100%	$86,866	$9,981	$96,847
		38	63.2%	68.4%	$70,446	$4,255	$74,701

Jobs in this job type with an employee excluded from study population: Plan Review Spec 1 (11 excluded), and Supv Plan Review Spec (3)

Planner

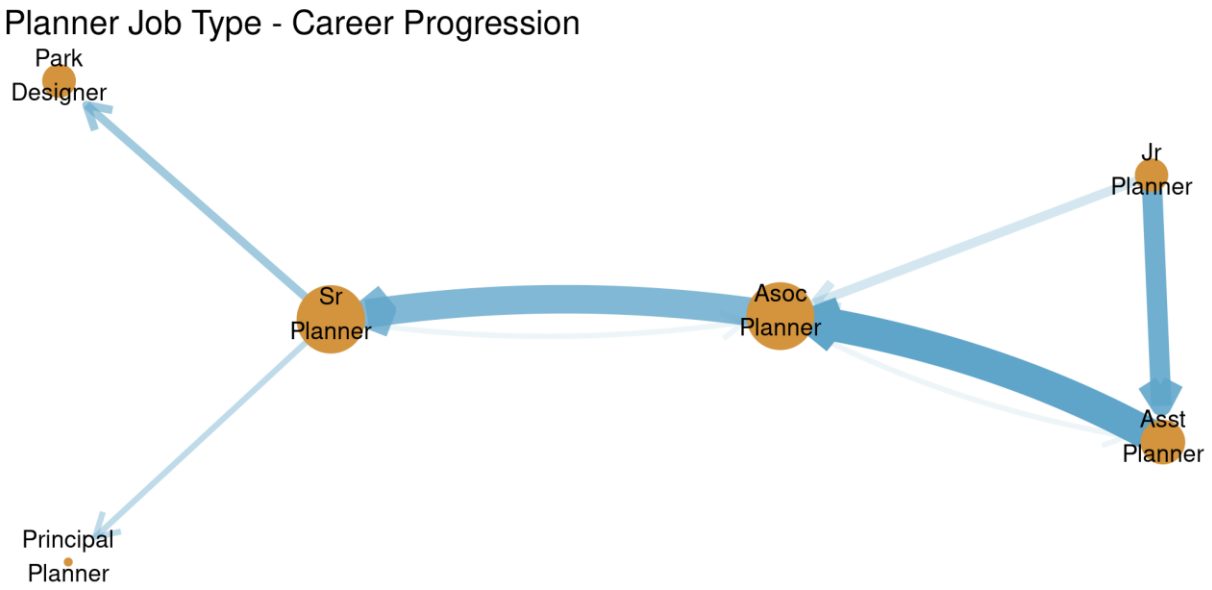


Table 102: *Planner Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Sr Planner	Planning (33%), Development Svcs (25%)	52	51.9%	46.2%	$106,756	$1,330	$108,087
Asoc Planner	Development Svcs (52%), Public Works Department - Eng & Capital Proj (16%)	44	54.5%	45.5%	$93,729	$1,053	$94,782
Jr Planner	Storm Wtr (50%), Development Svcs (33%)	12	83.3%	58.3%	$58,422	$156	$58,577
Park Designer	Parks & Rec (40%), Public Works Department - Eng & Capital Proj (40%)	10	50%	50%	$115,024	$760	$115,783
Asst Planner	Development Svcs (50%), Public Works Department - Eng & Capital Proj (25%)	8	50%	87.5%	$73,596	$413	$74,009
Sr Planner(Code Enfrc Coord)	Development Svcs (100%)	1			$105,224	$4,883	$110,108
		127	55.1%	49.6%	$96,226	$1,049	$97,275

Jobs in this job type with an employee excluded from study population: Sr Planner (12 excluded), Asoc Planner (11), Jr Planner (10), Asst Planner (7), and Park Designer (2)

Police Dispatch

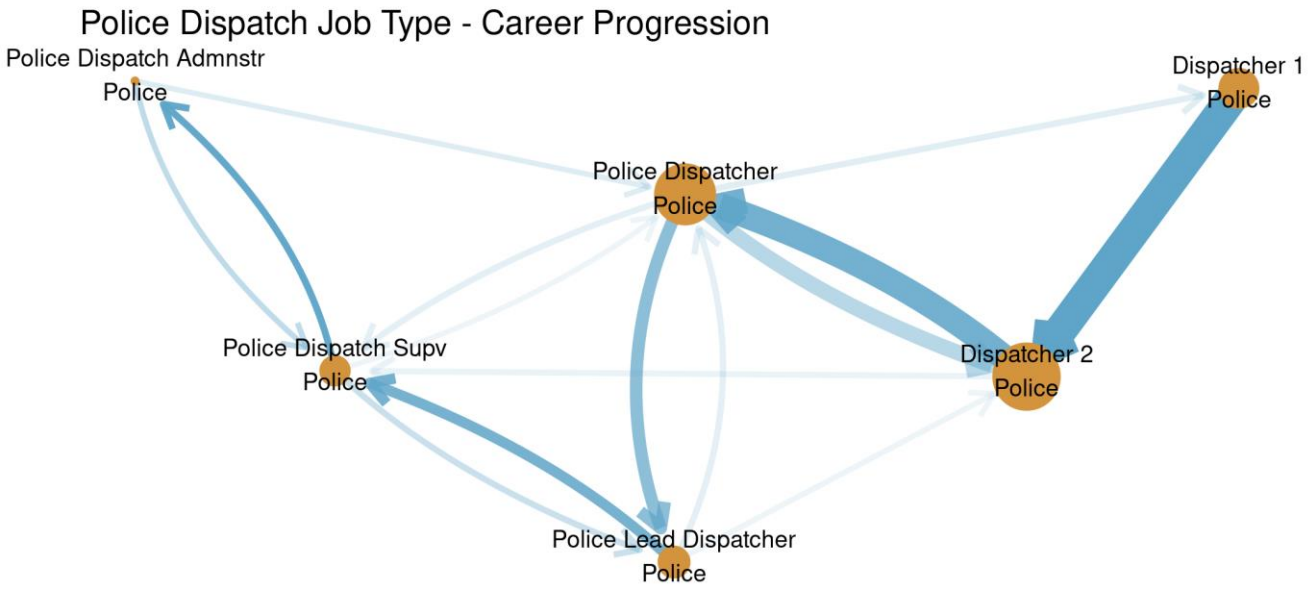


Table 103: *Police Dispatch Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Dispatcher 2	Police (100%)	60	80%	48.3%	$74,591	$13,097	$87,688
Police Dispatcher	Police (100%)	41	78%	48.8%	$90,227	$11,217	$101,444
Police Dispatch Supv	Police (100%)	15	86.7%	66.7%	$103,828	$24,133	$127,961
Police Lead Dispatcher	Police (100%)	8	100%	75%	$99,048	$11,105	$110,153
Dispatcher 1	Police (100%)	5	80%	60%	$55,270	$5,137	$60,407
Police Dispatch Admnstr	Police (100%)	3	66.7%	33.3%	$124,547	$6,459	$131,005
		132	81.1%	52.3%	$84,656	$13,194	$97,850

Jobs in this job type with an employee excluded from study population: Dispatcher 2 (18 excluded), Dispatcher 1 (13), Police Dispatcher (8), and Police Lead Dispatcher (3)

Police Officer

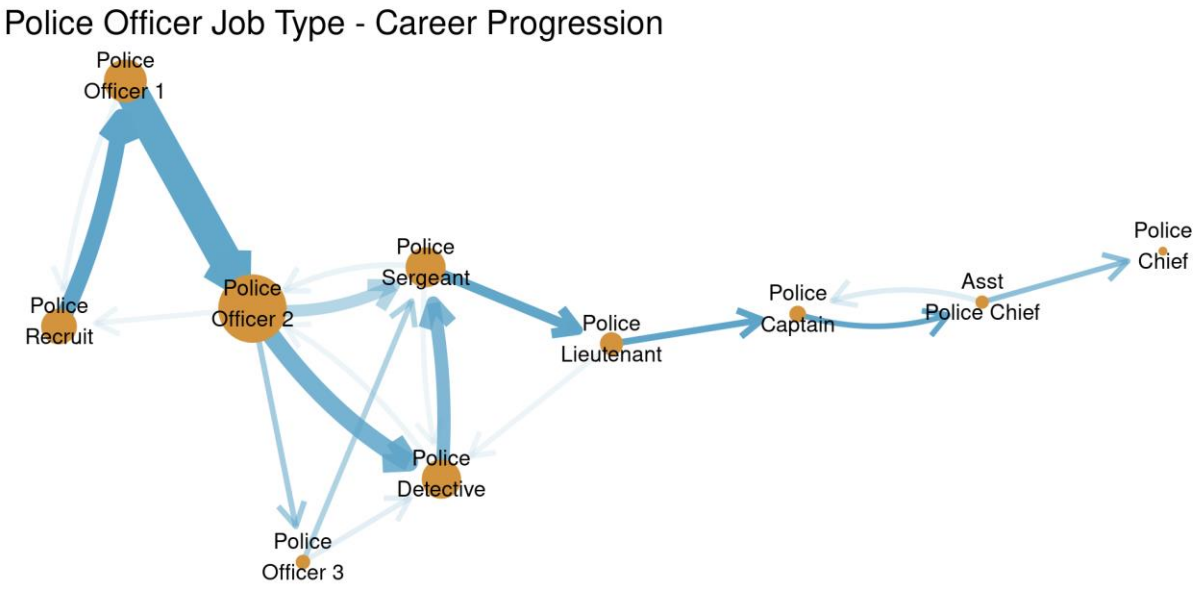


Table 104: *Police Officer Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Police Officer 2	Police (100%)	905	13.6%	44.9%	$116,272	$24,688	$140,960
Police Officer 1	Police (100%)	263	17.1%	61.2%	$81,177	$14,996	$96,173
Police Sergeant	Police (100%)	263	13.7%	33.1%	$150,381	$30,250	$180,631
Police Detective	Police (100%)	211	31.8%	40.3%	$125,831	$19,328	$145,159
Police Recruit	Police (100%)	78	23.1%	78.2%	$66,842	$1,748	$68,590
Police Lieutenant	Police (100%)	57	7%	43.9%	$189,348	$119	$189,467
Police Captain	Police (100%)	21	19%	42.9%	$232,167	$0	$232,167
Police Officer 3	Police (100%)	9	11.1%	44.4%	$126,612	$29,498	$156,111
Asst Police Chief	Police (100%)	6	16.7%	66.7%	$266,344	$0	$266,344
Police Chief	Police (100%)	1			$296,684	$0	$296,684
		1,814	16.5%	46.4%	$119,400	$21,350	$140,751

Jobs in this job type with an employee excluded from study population: Police Officer 2 (129 excluded), Police Recruit (78), Police Detective (36), Police Officer 1 (22), Police Sergeant (22), and Police Lieutenant (2)

Procurement

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial and ethnic pay gap analysis. See methods appendix for more details.

Table 105: *Procurement Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Sr Procurement Contracting Officer	Purchasing & Contracting (100%)	8	37.5%	75%	$104,796	$40	$104,836
Fleet Parts Buyer	General Svcs (100%)	4	25%	50%	$65,599	$11,997	$77,596
Asoc Procurement Contracting Officer	Purchasing & Contracting (100%)	3	66.7%	66.7%	$98,739	$0	$98,739
Fleet Parts Buyer(Wstwtr Parts Buyer)	Public Util (100%)	1			$66,619	$3,117	$69,736
Procurement Spec (Terminal)	Public Util (100%)	1			$72,190	$0	$72,190
		17	35.3%	64.7%	$90,341	$3,025	$93,366

Jobs in this job type with zero employees who met the study's inclusion criteria: Fleet Parts Buyer Supv (1 employee)

Program Coordinator

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 106: *Program Coordinator Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Program Coordinator	Information Technology (16%), Human Resources (13%)	83	51.8%	53%	$122,888	$0	$122,888
		83	51.8%	53%	$122,888	$0	$122,888

Jobs in this job type with an employee excluded from study population: Program Coordinator (47 excluded)

Program Manager

Table 107: *Program Manager Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Program Manager	Information Technology (18%), Public Util (9%)	131	48.1%	41.2%	$140,466	$0	$140,466
		131	48.1%	41.2%	$140,466	$0	$140,466

Jobs in this job type with an employee excluded from study population: Program Manager (75 excluded)

Project Officer and Engineering Aide

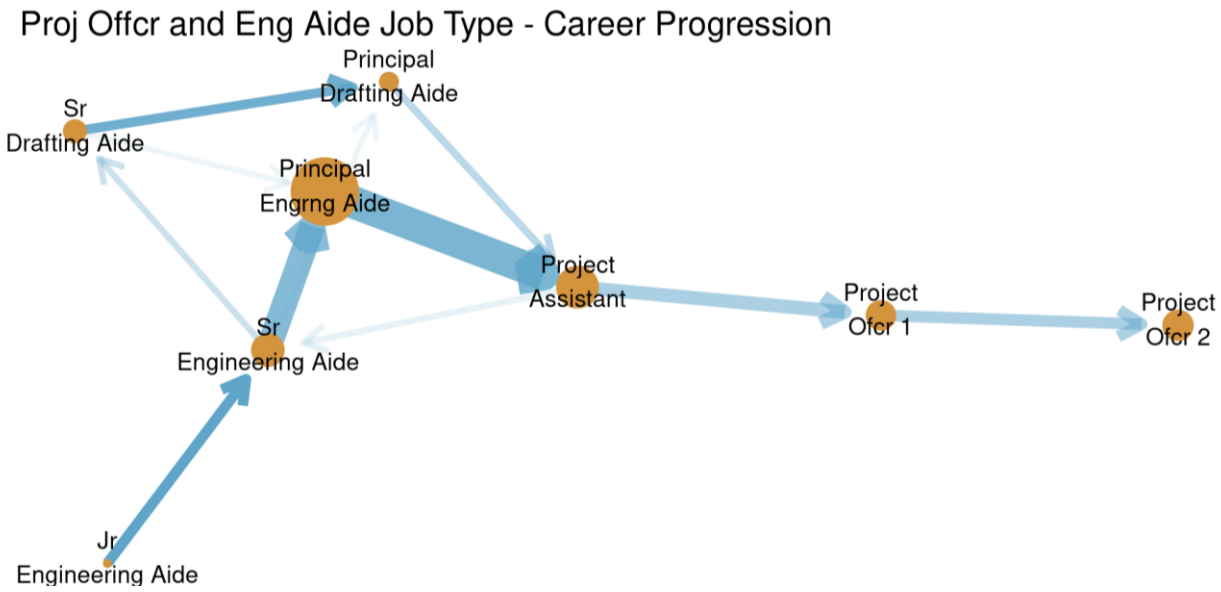


Table 108: *Proj Offcr and Eng Aide Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Principal Engrng Aide	Public Works Department - Eng & Capital Proj (86%), Public Util (12%)	50	24%	66%	$79,764	$3,184	$82,948
Project Assistant	Public Works Department - Eng & Capital Proj (73%), Transportation (12%)	26	30.8%	50%	$89,213	$471	$89,684
Sr Engineering Aide	Public Util (62%), Public Works Department - Eng & Capital Proj (31%)	13	7.7%	76.9%	$67,847	$1,827	$69,674
Project Ofcr 1	Public Works Department - Eng & Capital Proj (73%), Real Estate & Airport Management (9%)	11	18.2%	72.7%	$100,482	$1,431	$101,912
Project Ofcr 2	Public Works Department - Eng & Capital Proj (44%), Sustainability & Mobility (22%)	9	66.7%	44.4%	$116,510	$1,622	$118,132
Principal Drafting Aide	Public Works Department - Eng & Capital Proj (62%), Public Util (38%)	8	50%	75%	$71,642	$1,372	$73,014
Jr Engineering Aide	Public Works Department - Eng & Capital Proj (100%)	4	0%	25%	$51,664	$7,269	$58,934
Sr Drafting Aide	Public Util (100%)	3	0%	100%	$72,448	$483	$72,930

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Prin Corrosion Engineering Aide	Public Util (100%)	2			$74,198	$2,386	$76,584
Project Ofcr 2(Prin Wtr Resrc Spec)	Public Util (100%)	1			$113,216	$10,679	$123,894
		127	26.8%	63.8%	$83,483	$2,224	$85,708

Jobs in this job type with an employee excluded from study population: Principal Engrng Aide (7 excluded), Project Assistant (4), Project Ofcr 2 (3), Jr Engineering Aide (2), Project Ofcr 1 (2), Sr Drafting Aide (2), and Sr Engineering Aide (2)

Property Agent

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial and ethnic pay gap analysis. See methods appendix for more details.

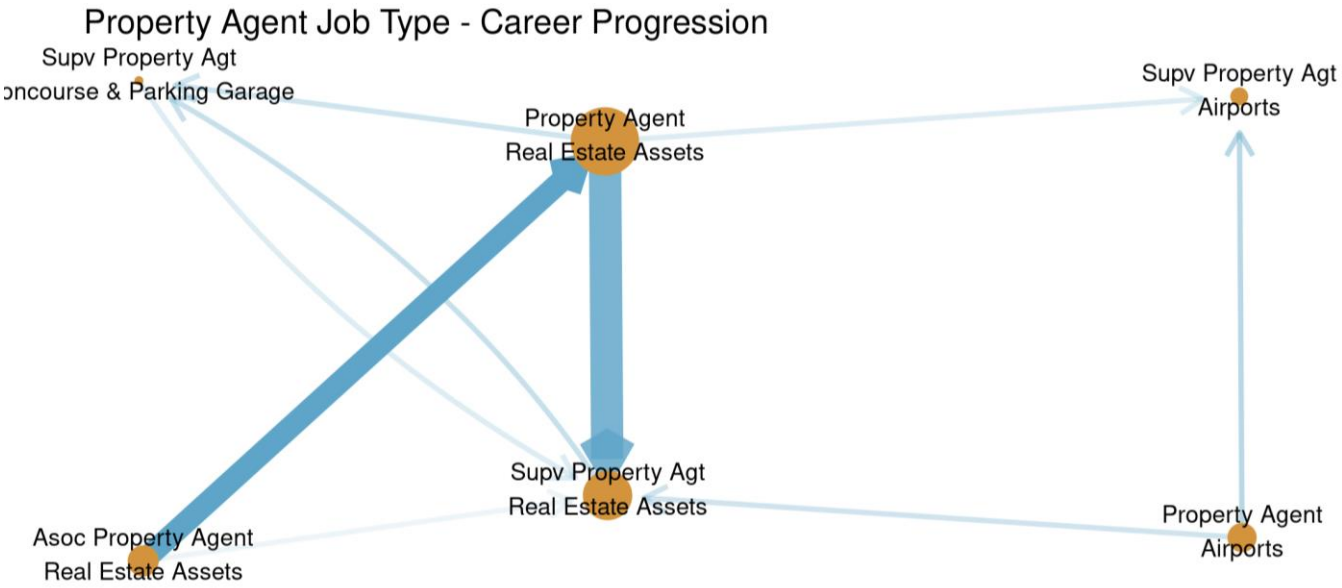


Table 109: *Property Agent Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Police Property & Evid Spec	Police (100%)	12	50%	83.3%	$46,442	$3,215	$49,658
Property Agent	Real Estate & Airport Management (100%)	7	57.1%	57.1%	$97,556	$307	$97,863
Supv Property Agt	Real Estate & Airport Management (100%)	7	85.7%	71.4%	$102,303	$303	$102,606
Police Property & Evid Supv	Police (100%)	2			$62,079	$1,586	$63,665
Asoc Property Agent	Real Estate & Airport Management (100%)	1			$81,963	$589	$82,552
		29	58.6%	69%	$74,567	$1,607	$76,174

Jobs in this job type with zero employees who met the study's inclusion criteria: Supv Property Agt(Supv Prop Spec) (2 employees)

Jobs in this job type with an employee excluded from study population: Police Property & Evid Spec (6 excluded)

Public Utilities Field Rep

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

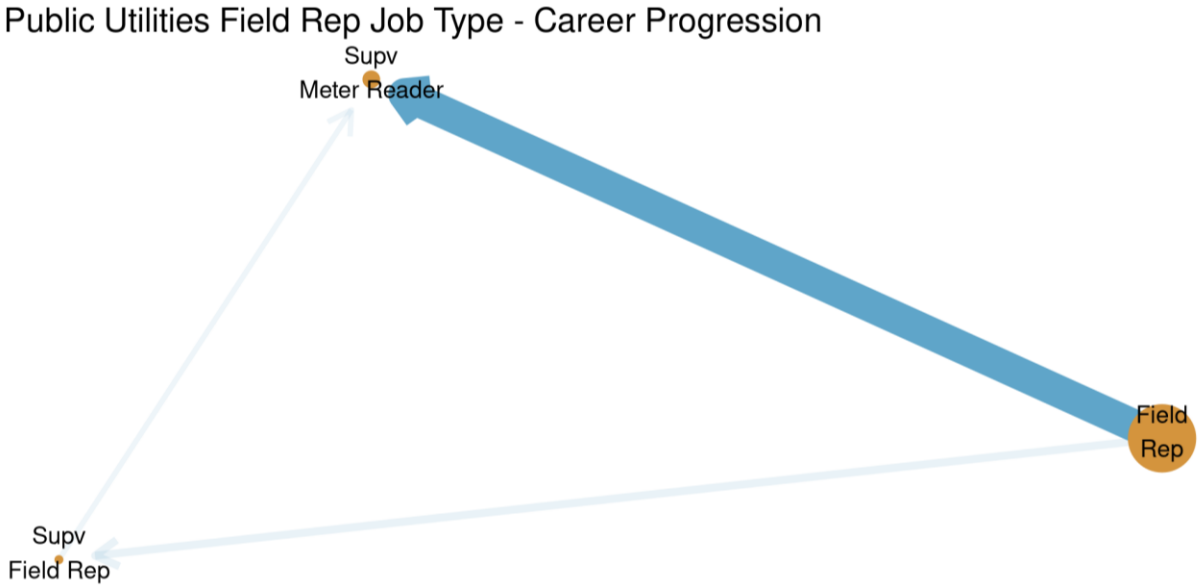


Table 110: *Public Utilities Field Rep Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Field Rep	Public Util (100%)	27	3.7%	88.9%	$44,995	$477	$45,472
Supv Meter Reader	Public Util (100%)	3	0%	33.3%	$60,167	$3,349	$63,516
Supv Field Rep	Public Util (100%)	2			$69,824	$2,452	$72,276
		32	3.1%	84.4%	$47,970	$870	$48,839

Jobs in this job type with an employee excluded from study population: Field Rep (13 excluded)

Public Works Dispatch

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 111: *Public Works Dispatch Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Public Works Dispatcher	Transportation (89%), Environ Svcs (11%)	9	88.9%	66.7%	$68,936	$6,919	$75,855
Dispatcher 1	Transportation (100%)	1			$36,251	$3,121	$39,372
Public Works Dispatch Supv	Transportation (100%)	1			$77,426	$5,649	$83,075
		11	90.9%	63.6%	$66,736	$6,458	$73,194

Jobs in this job type with an employee excluded from study population: Public Works Dispatcher (3 excluded)

Rec Center Leadership

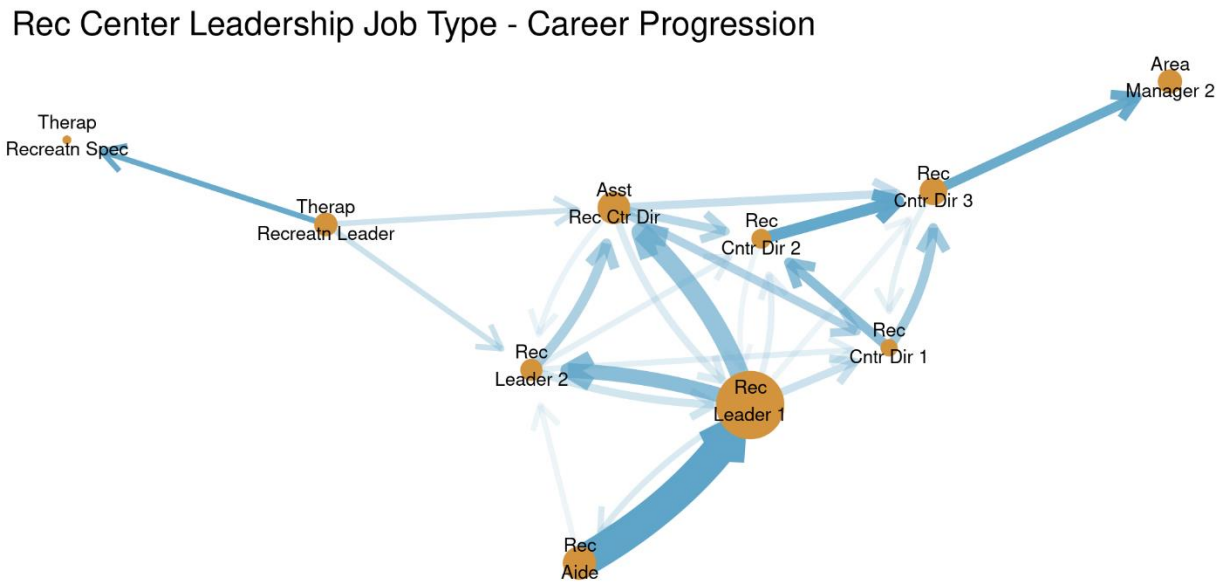


Table 112: *Rec Center Leadership Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asst Rec Ctr Dir	Parks & Rec (100%)	34	61.8%	67.6%	$48,169	$930	$49,099
Rec Cntr Dir 3	Parks & Rec (100%)	30	50%	53.3%	$66,973	$1,352	$68,325
Area Manager 2	Parks & Rec (100%)	25	40%	68%	$80,801	$1,504	$82,305
Rec Cntr Dir 2	Parks & Rec (100%)	12	50%	41.7%	$60,338	$2,080	$62,419
Rec Cntr Dir 1	Parks & Rec (100%)	10	80%	90%	$60,821	$1,583	$62,404
Therap Recreatn Spec	Parks & Rec (100%)	5	40%	60%	$60,623	$852	$61,475
District Manager	Parks & Rec (100%)	1			$89,302	$656	$89,958
Supv Therap Recreatn Spec	Parks & Rec (100%)	1			$78,914	$0	$78,914
		118	52.5%	62.7%	$63,310	$1,318	$64,628

Jobs in this job type with zero employees who met the study's inclusion criteria: Rec Leader 1 (222 employees), Rec Aide (114), Therap Recreatn Leader (20), Rec Leader 2(Dance Instr) (18), and Rec Leader 2 (13)

Jobs in this job type with an employee excluded from study population: Asst Rec Ctr Dir (7 excluded), Rec Cntr Dir 3 (5), and Area Manager 2 (2)

Refuse Collection

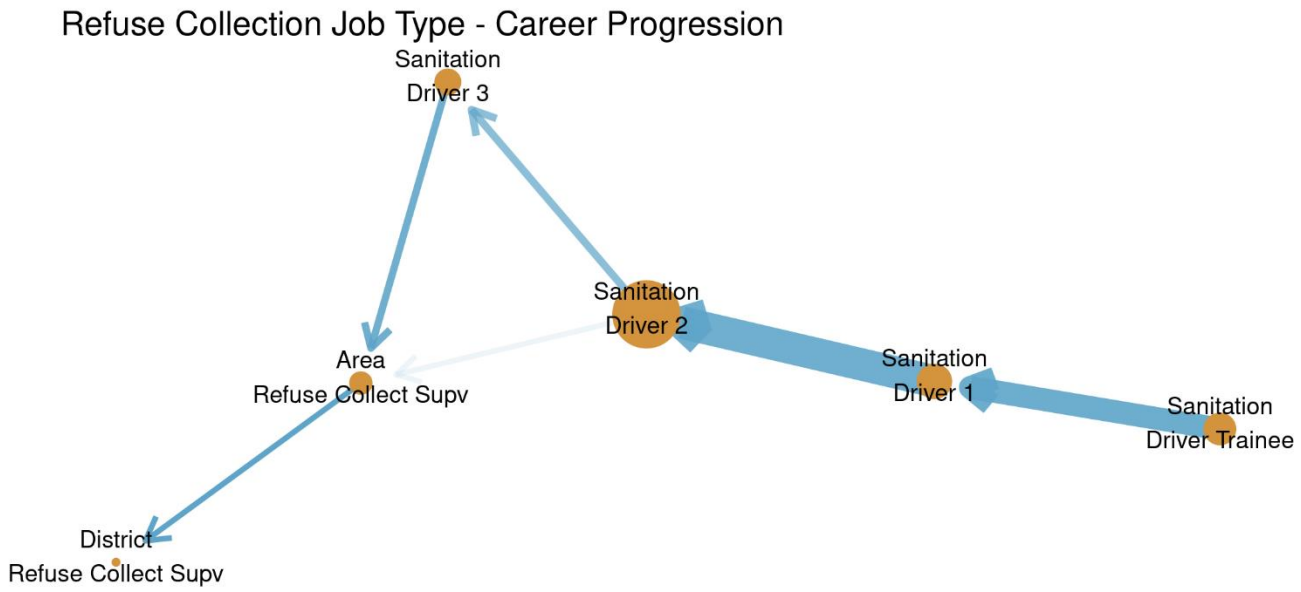


Table 113: *Refuse Collection Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Sanitation Driver 2	Environ Svcs (100%)	100	1%	97%	$67,683	$13,160	$80,843
Sanitation Driver Trainee	Environ Svcs (100%)	17	0%	94.1%	$40,605	$5,997	$46,602
Area Refuse Collect Supv	Environ Svcs (100%)	9	11.1%	66.7%	$83,173	$18,810	$101,983
Sanitation Driver 3	Environ Svcs (100%)	8	12.5%	100%	$73,475	$19,804	$93,279
Sanitation Driver 1	Environ Svcs (100%)	7	14.3%	85.7%	$53,773	$5,837	$59,610
District Refuse Collect Supv	Environ Svcs (100%)	2			$85,857	$4,427	$90,283
		143	2.8%	93.7%	$65,336	$12,555	$77,891

Jobs in this job type with an employee excluded from study population: Sanitation Driver 2 (53 excluded), Sanitation Driver Trainee (36), and Sanitation Driver 1 (4)

Reservoir Management

Table 114: *Reservoir Mgmt Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Lake Aide 2	Public Util (100%)	9	22.2%	44.4%	$41,007	$3,641	$44,648
Reservoir Keeper	Public Util (100%)	8	62.5%	37.5%	$58,712	$4,672	$63,384
Asst Reservoir Keeper	Public Util (100%)	6	33.3%	33.3%	$55,007	$2,164	$57,171
Golf Course Mgr(Resvr Maint Supv)	Public Util (100%)	2			$87,766	$1,836	$89,601
Lakes Prgm Mgr	Public Util (100%)	1			$109,520	$0	$109,520
		26	38.5%	38.5%	$55,917	$3,339	$59,256

Jobs in this job type with zero employees who met the study's inclusion criteria: Lake Aide 1 (5 employees)

Jobs in this job type with an employee excluded from study population: Lake Aide 2 (3 excluded)

Risk Management Claims

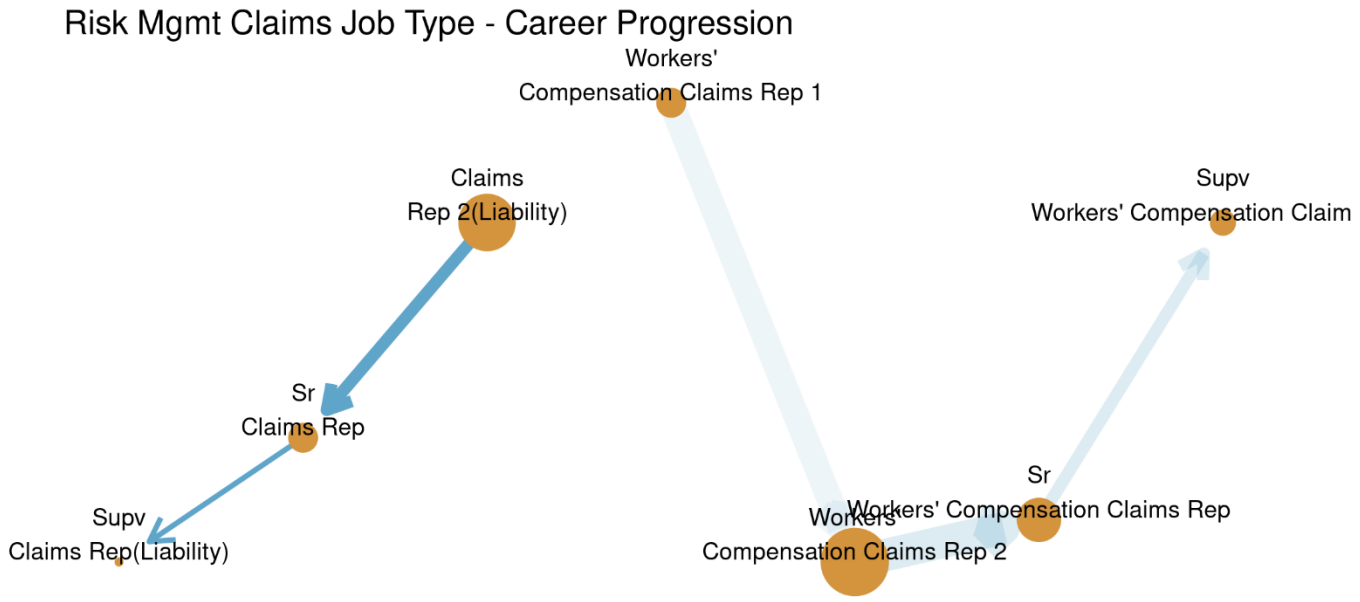


Table 115: *Risk Mgmt Claims Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Workers' Compensation Claims Rep 2	Risk Management (100%)	13	69.2%	76.9%	$92,086	$5,661	$97,747
Claims Rep 2(Liability)	Risk Management (100%)	6	16.7%	66.7%	$82,132	$461	$82,592
Sr Workers' Compensation Claims Rep	Risk Management (100%)	4	100%	50%	$105,581	$2,302	$107,883
Supv Claims Rep(Liability)	Risk Management (100%)	2			$94,520	$28	$94,549
Sr Claims Rep	Risk Management (100%)	1			$93,743	$1,906	$95,650
Supv Workers' Compensation Claims Rep	Risk Management (100%)	1			$106,500	$639	$107,139
Workers' Compensation Claims Rep 1	Risk Management (100%)	1			$60,848	$0	$60,848
		28	64.3%	75%	$91,513	$3,149	$94,662

Jobs in this job type with an employee excluded from study population: Claims Rep 2(Liability) (2 excluded)

Safety Rep Officer

Table 116: *Safety Rep Ofcr Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Safety Ofcr	Compliance (43%), General Svcs (29%)	7	28.6%	42.9%	$89,551	$1,093	$90,644
Safety Rep 2	Public Util (60%), Compliance (20%)	5	60%	60%	$81,979	$893	$82,872
		12	41.7%	50%	$86,396	$1,009	$87,405

Service Officer

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 117: *Service Officer Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Police Invstgtv Serv Ofcr 2	Police (100%)	13	38.5%	38.5%	$68,498	$5,750	$74,249
Police Invstgtv Serv Ofcr 1	Police (100%)	2			$54,765	$3,604	$58,368
Police Serv Ofcr 2(Indochinese Srv Of 2)	Police (100%)	2			$57,485	$732	$58,217
		17	41.2%	41.2%	$65,587	$4,907	$70,494

Jobs in this job type with an employee excluded from study population: Police Invstgtv Serv Ofcr 2 (2 excluded)

Stock Clerk and Store Operations

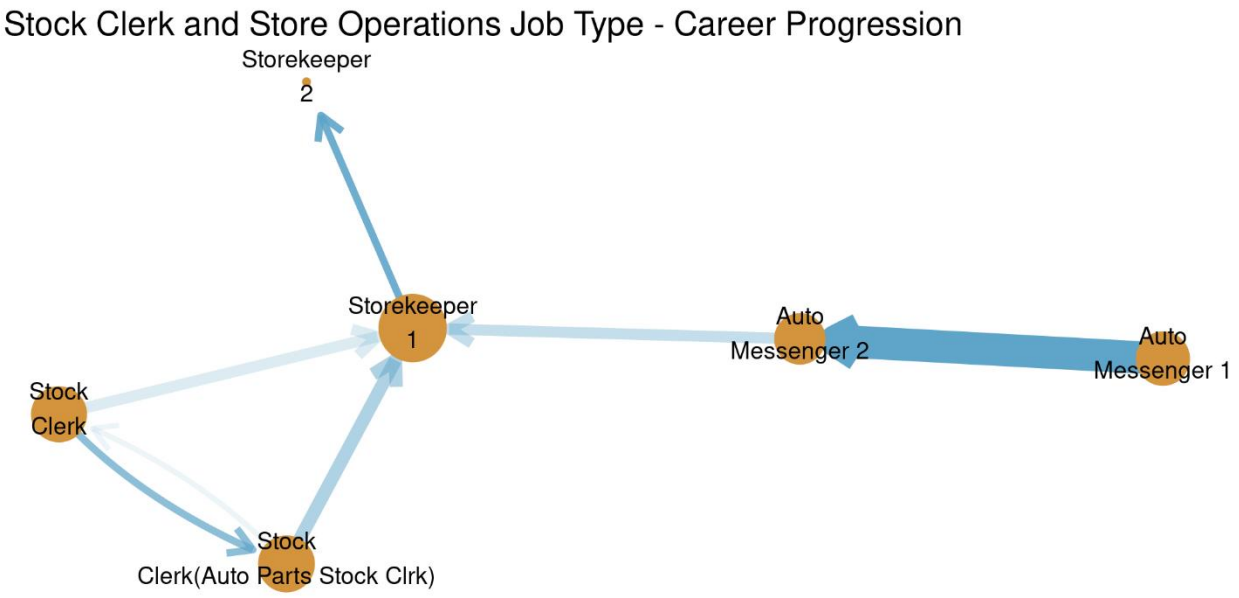


Table 118: *Stock Clerk and Store Operations Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Storekeeper 1	General Svcs (36%), Public Util (27%)	11	18.2%	90.9%	$54,526	$6,137	$60,663
Stock Clerk	Public Util (56%), Offc of the City Clerk (22%)	9	11.1%	88.9%	$42,738	$2,419	$45,157
Stock Clerk(Auto Parts Stock Clrk)	General Svcs (100%)	6	0%	66.7%	$47,920	$4,144	$52,063
Auto Messenger 1	Purchasing & Contracting (67%), City Attorney's Offc (17%)	6	0%	83.3%	$42,370	$6,370	$48,739
Auto Messenger 2	Purchasing & Contracting (80%), Public Works Department - Eng & Capital Proj (20%)	5	0%	100%	$49,580	$204	$49,784
Storekeeper 2	Public Util (75%), Purchasing & Contracting (25%)	4	0%	100%	$63,600	$2,620	$66,219
Storekeeper 3(Warehouse Mgr)	Public Util (100%)	1			$68,409	$8,079	$76,488
Stores Operations Supv	Purchasing & Contracting (100%)	1			$61,269	$5,674	$66,944
		43	7%	86%	$50,189	$4,130	$54,320

Jobs in this job type with an employee excluded from study population: Auto Messenger 1 (2 excluded), and Stock Clerk(Auto Parts Stock Clrk) (2)

Storm Water Inspector

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 119: *Storm Water Inspector Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Storm Water Inspctr 2	Storm Wtr (100%)	6	50%	83.3%	$71,362	$3,321	$74,683
Storm Water Inspctr 3	Storm Wtr (100%)	3	66.7%	66.7%	$79,213	$5,574	$84,788
Supv Storm Water Inspctr	Storm Wtr (100%)	2			$95,883	$5,303	$101,186
Haz Mat/Prt Trainee	Storm Wtr (100%)	1			$59,125	$200	$59,325
		12	41.7%	58.3%	$76,392	$3,955	$80,346

Swimming Pool Management

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial and ethnic pay gap analysis. See methods appendix for more details.

Table 120: *Swimming Pool Mgmt Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Swimming Pool Mgr 3	Parks & Rec (100%)	9	55.6%	33.3%	$62,471	$908	$63,379
District Manager	Parks & Rec (100%)	5	60%	40%	$96,577	$3,571	$100,148
Supv Rec Spec	Parks & Rec (100%)	3	100%	33.3%	$73,368	$1,485	$74,853
Swimming Pool Mgr 2	Parks & Rec (100%)	2			$60,843	$338	$61,181
		19	57.9%	42.1%	$72,995	$1,640	$74,636

Jobs in this job type with zero employees who met the study's inclusion criteria: Pool Guard 1 (96 employees), Pool Guard 2 (66), and Swimming Pool Mgr 1 (23)

Training

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 121: *Training Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Safety & Train Mgr	Public Util (40%), Environ Svcs (20%)	5	20%	20%	$97,849	$3,211	$101,060
Trainer	Public Util (75%), Parks & Rec (25%)	4	50%	25%	$80,032	$331	$80,363
Training Supervisor	Development Svcs (33%), Public Util (33%)	3	66.7%	33.3%	$84,036	$488	$84,524
Equip Trainer	General Svcs (100%)	2			$81,203	$12,039	$93,242
		14	35.7%	28.6%	$87,420	$3,066	$90,486

Jobs in this job type with zero employees who met the study's inclusion criteria: Asst Trainer (3 employees)
Jobs in this job type with an employee excluded from study population: Trainer (5 excluded)

Transportation - Labor

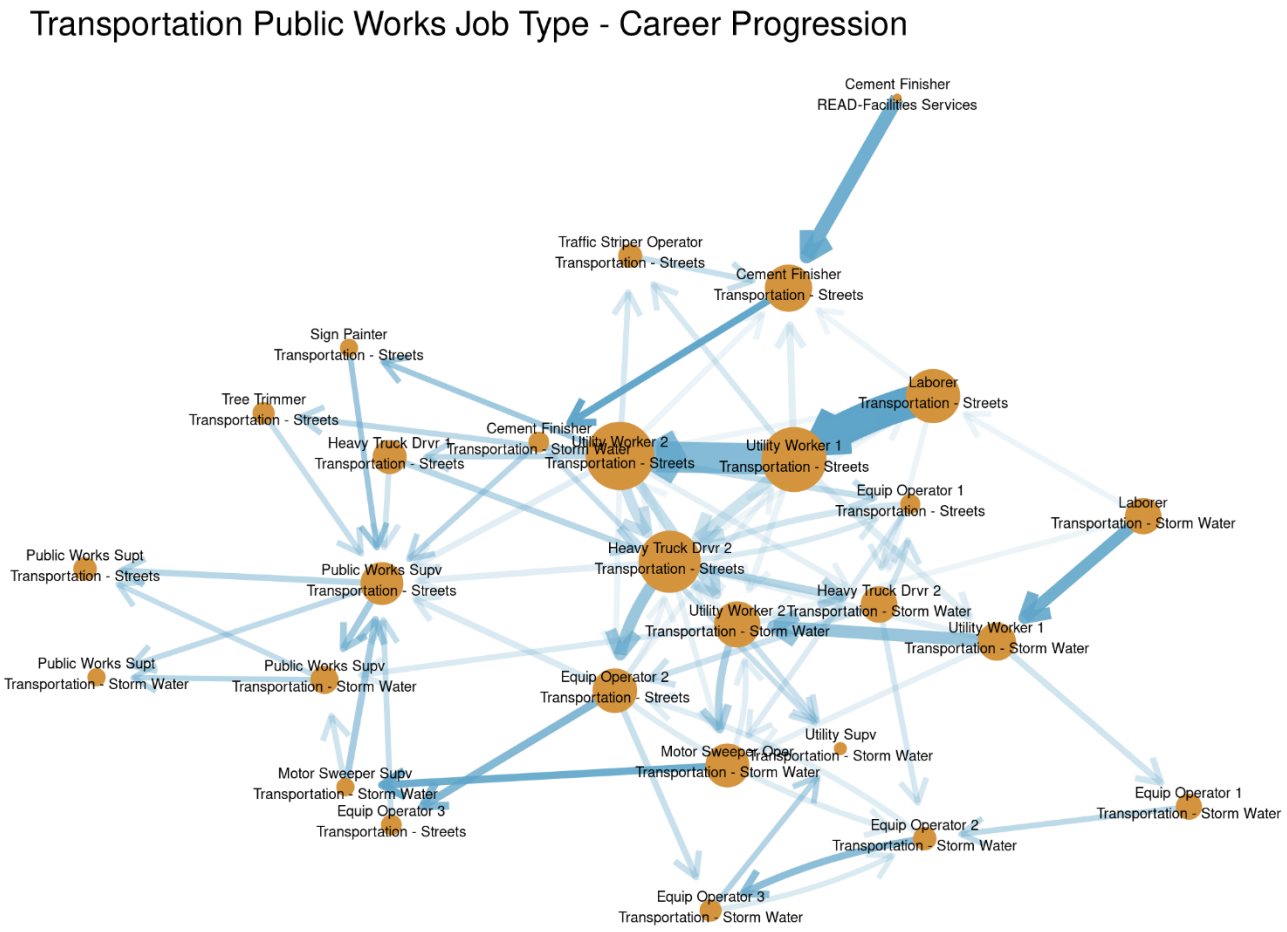


Table 122: *Transportation - Labor Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Utility Worker 2	Transportation (62%), Storm Wtr (38%)	60	11.7%	98.3%	$50,406	$8,695	$59,100
Heavy Truck Drvr 2	Transportation (74%), Storm Wtr (26%)	38	2.6%	86.8%	$54,536	$10,037	$64,574
Utility Worker 1	Transportation (70%), Storm Wtr (30%)	33	9.1%	97%	$45,478	$4,504	$49,982
Public Works Supv	Transportation (68%), Storm Wtr (32%)	25	8%	76%	$78,818	$16,377	$95,195
Cement Finisher	Transportation (86%), Storm Wtr (14%)	22	0%	90.9%	$68,895	$13,107	$82,002
Laborer	Transportation (63%), Storm Wtr (37%)	19	0%	100%	$38,850	$5,711	$44,561
Motor Sweeper Oper	Storm Wtr (100%)	15	13.3%	100%	$65,608	$21,194	$86,803
Equip Operator 2	Transportation (75%), Storm Wtr (25%)	12	8.3%	100%	$60,692	$9,237	$69,929

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Heavy Truck Drvr 1	Transportation (100%)	8	0%	100%	$54,657	$4,748	$59,404
Equip Operator 1	Storm Wtr (57%), Transportation (43%)	7	42.9%	100%	$55,821	$13,386	$69,207
Equip Operator 3	Storm Wtr (57%), Transportation (43%)	7	0%	85.7%	$66,690	$14,410	$81,101
Public Works Supt	Transportation (67%), Storm Wtr (33%)	6	0%	66.7%	$99,914	$8,453	$108,367
Utility Supv	Storm Wtr (100%)	4	0%	100%	$69,660	$16,117	$85,777
Traffic Striper Operator	Transportation (100%)	2			$50,255	$13,544	$63,799
Equip Oper 1(Sewer Maint Equip Oper)	Storm Wtr (100%)	1			$54,369	$14,901	$69,270
Motor Sweeper Supv	Storm Wtr (100%)	1			$76,329	$65,861	$142,189
Tree Maint Crewleader	Transportation (100%)	1			$64,995	$11,958	$76,953
Tree Trimmer	Transportation (100%)	1			$59,781	$24,176	$83,957
		262	7.3%	93.1%	$57,493	$10,605	$68,098

Jobs in this job type with an employee excluded from study population: Laborer (19 excluded), Heavy Truck Drvr 2 (12), Utility Worker 2 (8), Cement Finisher (7), Equip Operator 2 (5), Equip Operator 1 (3), Utility Worker 1 (3), Motor Sweeper Oper (2), and Traffic Striper Operator (2)

Utilities Equip Oper

Note: due to the high gender and racial imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for gender gap analysis and Other for the racial and ethnic pay gap analysis. See methods appendix for more details.

Table 123: *Utilities Equip Oper Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Equip Operator 2	Public Util (100%)	14	0%	85.7%	$60,635	$33,640	$94,275
Heavy Truck Drvr 2	Public Util (100%)	5	0%	100%	$48,374	$7,625	$55,999
Equip Operator 3	Public Util (100%)	2			$71,139	$24,360	$95,499
Heavy Truck Drvr 1	Public Util (100%)	1			$54,643	$16,921	$71,565
		22	0%	90.9%	$58,531	$26,124	$84,655

Jobs in this job type with an employee excluded from study population: Equip Operator 2 (9 excluded)

Utilities Tech Other

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

***Table 124:** Utilities Tech Other Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Instrumentation & Control Tech	Public Util (100%)	13	0%	69.2%	$93,876	$14,338	$108,215
Sr Backflow & Cross Connection Spec	Public Util (100%)	11	0%	63.6%	$70,732	$6,937	$77,669
Equip Tech 1	Public Util (100%)	5	20%	100%	$49,466	$9,102	$58,569
Prin Backflow & Cross Connection Spec	Public Util (100%)	5	0%	80%	$81,576	$8,164	$89,740
Instrumentation & Control Supv	Public Util (100%)	4	25%	100%	$100,021	$16,964	$116,985
Irrigation Specialist	Public Util (100%)	3	0%	66.7%	$61,726	$1,081	$62,807
Machinist	Public Util (100%)	3	0%	33.3%	$67,259	$12,289	$79,548
		44	4.5%	72.7%	$78,198	$10,386	$88,584

Jobs in this job type with zero employees who met the study's inclusion criteria: Electronics Tech (3 employees)

Jobs in this job type with an employee excluded from study population: Equip Tech 1 (3 excluded), Machinist (2), Sr Backflow & Cross Connection Spec (2)

Utility Plant Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

***Table 125:** Utility Plant Tech Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Plant Tech 2	Public Util (100%)	16	0%	93.8%	$63,488	$6,528	$70,016
Plant Tech 3	Public Util (100%)	14	0%	78.6%	$74,576	$14,479	$89,055
Pump Station Oper	Public Util (100%)	14	7.1%	78.6%	$75,444	$23,026	$98,470
Plant Tech Supv	Public Util (100%)	13	0%	61.5%	$82,035	$14,256	$96,291
Sr Plant Tech Supv	Public Util (100%)	10	10%	60%	$112,699	$9,872	$122,571
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util (100%)	6	0%	66.7%	$101,994	$14,637	$116,631
Plant Tech 1	Public Util (100%)	6	0%	66.7%	$53,574	$11,135	$64,709
Equip Tech 1	Public Util (100%)	5	0%	60%	$46,915	$6,489	$53,404
Principal Plant Tech Supv	Public Util (100%)	1			$122,081	$9,409	$131,490
		85	2.4%	74.1%	$77,642	$13,059	$90,702

Jobs in this job type with an employee excluded from study population: Plant Tech 2 (13 excluded), Plant Tech 1 (9), Equip Tech 1 (8), Plant Tech 3 (6), and Plant Tech Supv (2)

Wastewater Plant Operations

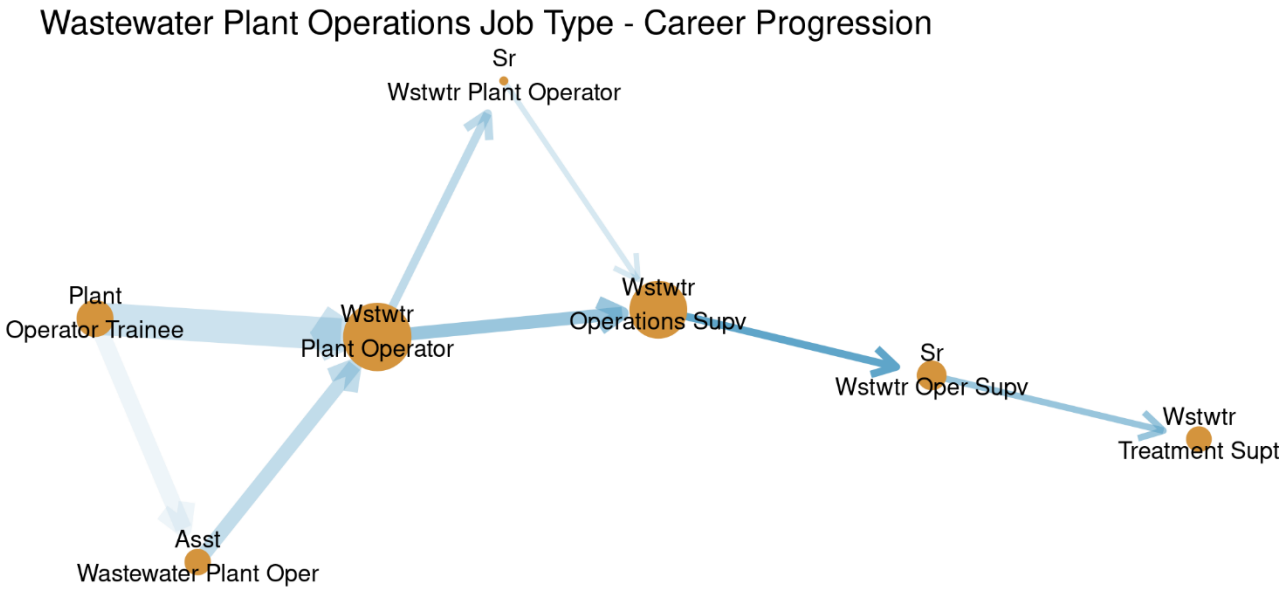


Table 126: *Wastewater Plant Operations Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Wstwtr Plant Operator	Public Util (100%)	29	17.2%	65.5%	$85,930	$13,226	$99,155
Wstwtr Operations Supv	Public Util (100%)	20	15%	80%	$109,837	$18,647	$128,484
Sr Wstwtr Plant Operator	Public Util (100%)	5	40%	80%	$93,360	$21,583	$114,942
Sr Wstwtr Oper Supv	Public Util (100%)	4	0%	50%	$123,141	$12,224	$135,364
Wstwtr Treatment Supt	Public Util (100%)	4	25%	50%	$155,948	$7,778	$163,726
Plant Operator Trainee	Public Util (100%)	2			$58,287	$6,787	$65,074
Asst Wastewater Plant Oper	Public Util (100%)	1			$72,977	$18,461	$91,438
		65	16.9%	69.2%	$99,406	$15,022	$114,428

Jobs in this job type with zero employees who met the study's inclusion criteria: Asst Deputy Director (1 employee), and Wstwtr Chief Plant Operator (1)

Jobs in this job type with an employee excluded from study population: Sr Wstwtr Plant Operator (5 excluded), Plant Operator Trainee (3), and Wstwtr Plant Operator (3)

Water Plant Operations

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

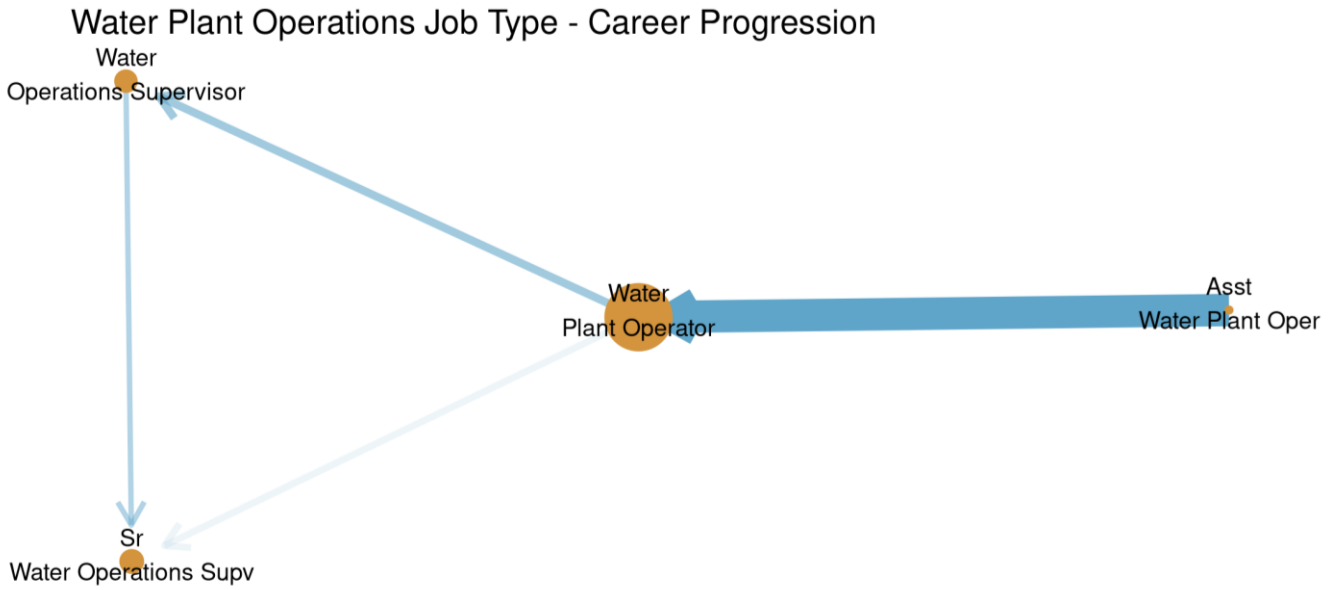


Table 127: *Water Plant Operations Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Water Plant Operator	Public Util (100%)	14	7.1%	78.6%	$99,815	$20,359	$120,174
Plant Operator Trainee	Public Util (100%)	7	14.3%	71.4%	$57,907	$8,345	$66,252
		21	9.5%	76.2%	$85,846	$16,354	$102,200

Jobs in this job type with an employee excluded from study population: Plant Operator Trainee (9 excluded)

Water System Tech

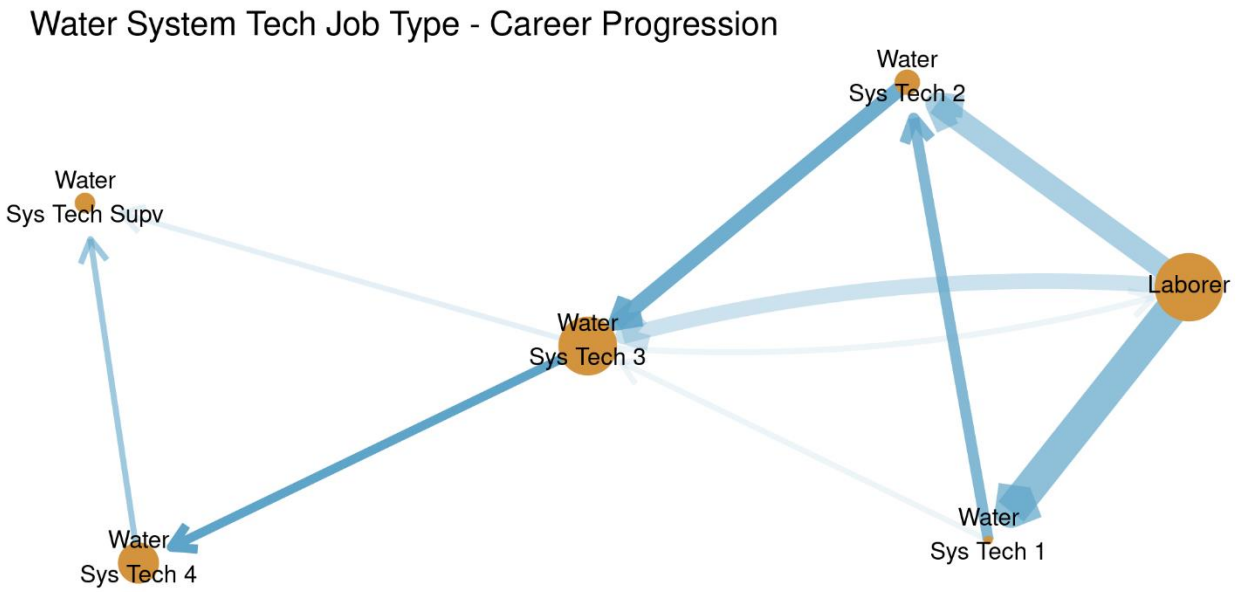


Table 128: *Water System Tech Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Water Sys Tech 3	Public Util (100%)	87	10.3%	78.2%	$66,196	$17,421	$83,617
Water Sys Tech 4	Public Util (100%)	43	2.3%	86%	$76,280	$24,064	$100,344
Laborer	Public Util (100%)	33	3%	93.9%	$43,462	$12,300	$55,762
Water Sys Tech Supv	Public Util (100%)	18	11.1%	72.2%	$93,123	$25,166	$118,289
Water Sys Tech 2	Public Util (100%)	3	0%	100%	$52,838	$20,562	$73,400
Water Sys Tech 1	Public Util (100%)	1			$43,367	$24,870	$68,237
		185	7%	82.7%	$66,765	$18,896	$85,661

Jobs in this job type with an employee excluded from study population: Laborer (53 excluded), Water Sys Tech 3 (13), Water Sys Tech 4 (7), and Water Sys Tech Supv (4)

Water Utility Worker

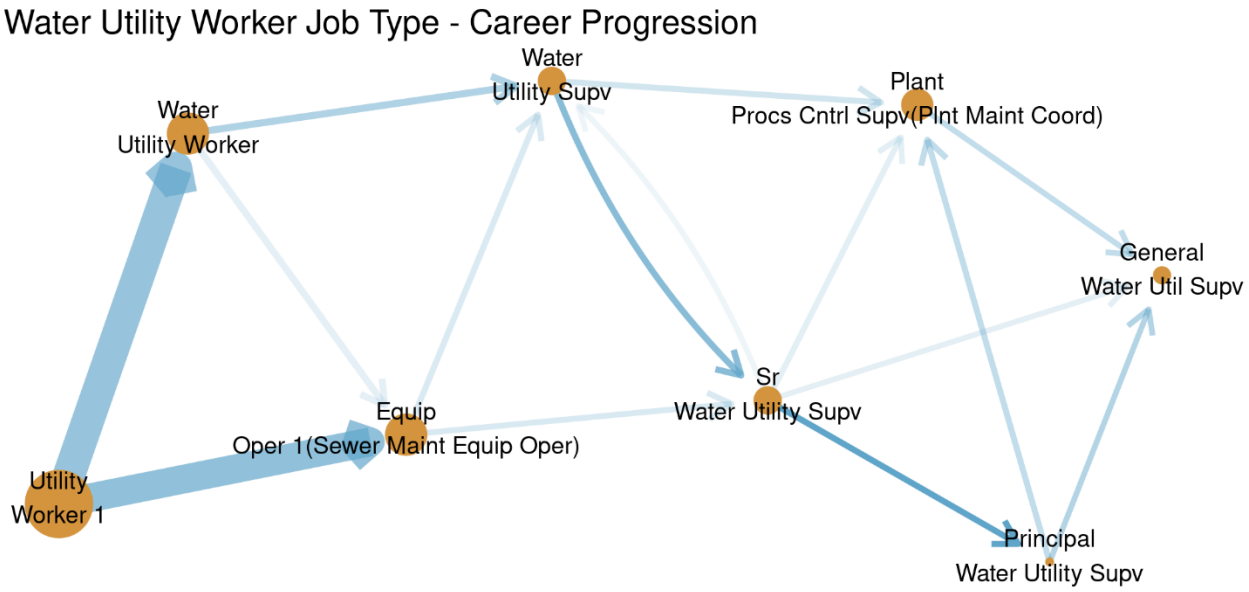


Table 129: *Water Utility Worker Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Equip Oper 1(Sewer Maint Equip Oper)	Public Util (100%)	24	8.3%	87.5%	$58,621	$20,098	$78,719
Utility Worker 1	Public Util (100%)	22	27.3%	95.5%	$43,023	$12,600	$55,623
Water Utility Worker	Public Util (100%)	21	0%	100%	$55,610	$17,039	$72,648
Sr Water Utility Supv	Public Util (100%)	12	8.3%	83.3%	$76,449	$27,157	$103,607
Water Utility Supv	Public Util (100%)	11	0%	81.8%	$63,624	$20,918	$84,542
Laborer	Public Util (100%)	7	0%	85.7%	$43,631	$9,870	$53,501
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util (100%)	5	40%	0%	$93,675	$1,217	$94,892
General Water Util Supv	Public Util (100%)	3	0%	66.7%	$102,134	$12,957	$115,091
Principal Water Utility Supv	Public Util (100%)	2			$78,079	$33,603	$111,682
		107	10.3%	86%	$59,578	$17,333	$76,911

Jobs in this job type with an employee excluded from study population: Utility Worker 1 (9 excluded), Water Utility Worker (8), Equip Oper 1(Sewer Maint Equip Oper) (5), and Laborer (2)

Wastewater Pretreatment Inspector

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

Table 130: *Wastewater Pretreatment Inspector Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Wstwtr Pretrmt Inspctr 3	Public Util (100%)	4	25%	50%	$100,560	$369	$100,930
Supv Wstwtr Pretrmt Inspctr	Public Util (100%)	3	33.3%	66.7%	$118,908	$3,106	$122,014
Wstwtr Pretrmt Inspctr 2	Public Util (100%)	3	33.3%	66.7%	$89,534	$109	$89,643
Haz Mat/Prt Trainee	Public Util (100%)	1			$58,919	$0	$58,919
Wstwtr Pretrmt Inspctr 1	Public Util (100%)	1			$81,279	$263	$81,542
Wstwtr Pretrmt Inspctr 3(Fewd Prgm Mgr)	Public Util (100%)	1			$117,434	$0	$117,434
Wstwtr Pretrmt Prgm Mgr	Public Util (100%)	1			$134,389	$2,532	$136,921
		14	28.6%	64.3%	$101,399	$994	$102,393

Zoning Investigator

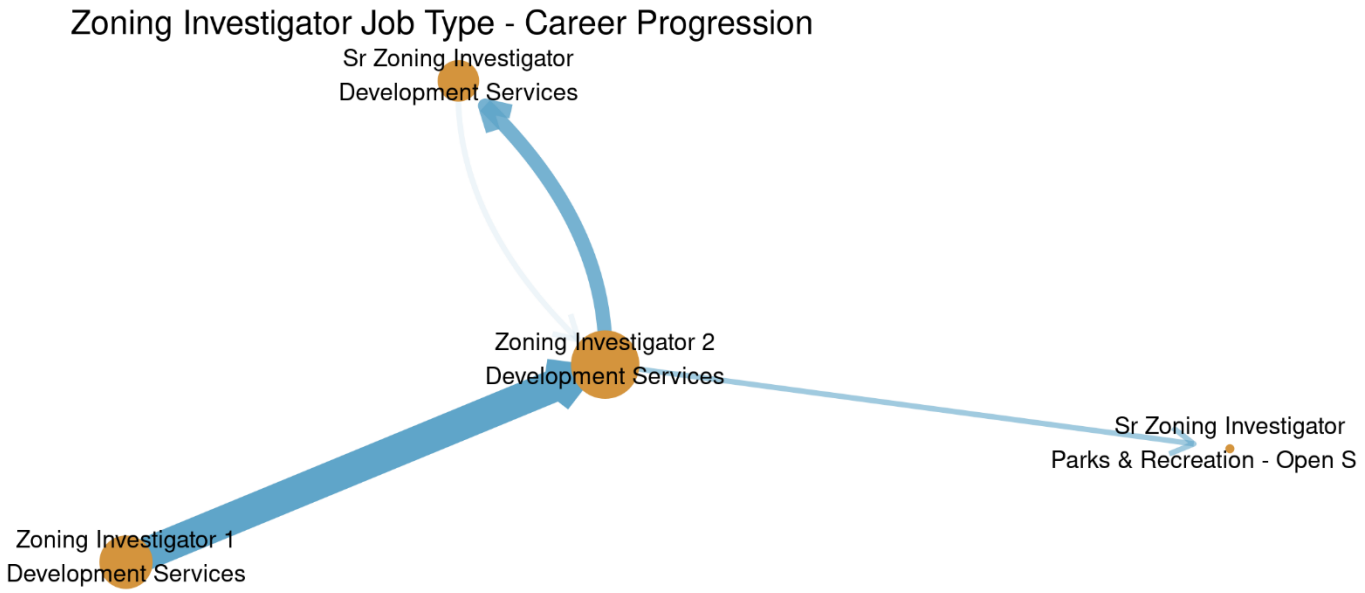


Table 131: *Zoning Investigator Job Type - Study Population (2022)*

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Zoning Investigator 2	Development Svcs (100%)	20	20%	75%	$74,453	$873	$75,326
Sr Zoning Investigator	Development Svcs (67%), Parks & Rec (33%)	3	33.3%	66.7%	$86,279	$169	$86,447
Zoning Investigator 1	Development Svcs (100%)	2			$61,483	$3,329	$64,812
		25	24%	76%	$74,834	$985	$75,819

Jobs in this job type with an employee excluded from study population: Sr Zoning Investigator (4 excluded), and Zoning Investigator 1 (2)

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